



**Wednesday,  
15 June 2016  
10.30 am**

**Meeting of  
Fire Authority  
Fire Service HQ  
Winsford**

Contact Officer:  
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Democratic Services

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## **Cheshire Fire Authority**

### **Notes for Members of the Public**

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#### **Attendance at Meetings**

The Cheshire Fire Authority welcomes and encourages members of the public to be at its meetings and Committees. You are requested to remain quiet whilst the meeting is taking place and to enter and leave the meeting room as quickly and quietly as possible.

All meetings of the Authority are held at Fire Service Headquarters in Winsford. If you plan to attend please report first to the Reception Desk where you will be asked to sign in and will be given a visitors pass. You should return your pass to the Reception Desk when you leave the building. There are some car parking spaces available on site for visitors at the front of the Headquarters Building. Please do not park in spaces reserved for Fire Service personnel.

If you feel there might be particular problems with access to the building or car parking please contact the Reception Desk at Fire Service Headquarters on Winsford (01606) 868700.

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An elector in the Fire Service area can ask the Chair of the Authority a question if it is sent to the Monitoring Officer at Fire Service HQ to arrive at least five clear working days before the meeting. The contact officer named on the front of the Agenda will be happy to advise you on this procedure.

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#### **Access to Information**

Copies of the Agenda will be available at the meeting. A copy can also be obtained from the contact officer named on the front of the Agenda. Alternatively, individual reports are available on the Authority's website ([www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk))

The Agenda is usually divided into two parts. Members of the public are allowed to stay for the first part. When the Authority is ready to deal with the second part you will be asked to leave the meeting room, because the business to be discussed will be of a confidential nature, for example, dealing with individual people and contracts.

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#### **Recording of Meetings**

Anyone attending the meeting should be aware the Authority audio-records its meetings. There is a protocol on reporting at meetings which provides further information. Copies are available on the Service's website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk) or alternatively contact Democratic Services for details

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#### **Fire Evacuation**

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**MEETING OF THE FIRE AUTHORITY  
WEDNESDAY, 15 JUNE 2016  
Time : 10.30 am  
Lecture Theatre - Fire Headquarters, Cheshire**

**AGENDA**

**Part 1 - Business to be discussed in public**

**1. Procedural Matters**

**1A Recording of Meetings**

Members are reminded that the meeting will be audio-recorded.

**1B Apologies for Absence**

**1C Appointment to the Fire Authority**

The following Members have been appointed to the Fire Authority by the respective constituent authorities:

Representing Cheshire East Borough Council (5 Con, 2 Lab, 1 Ind)

**Conservative**

Cllr D Marren  
Cllr G Merry  
Cllr J Saunders  
Cllr M Simon  
Cllr J Weatherill

**Labour**

Cllr D Bailey  
Cllr D Flude

**Independent**

Cllr D Mahon

Representing Cheshire West and Chester Borough Council (3 Con, 4 Lab)

**To be advised – Fire Authority representatives to be appointed at Cheshire West and Chester Cabinet meeting held on 8<sup>th</sup> June 2016**

Representing Halton Borough Council (3 Lab)

**Labour**

Cllr P Harris  
Cllr S Nelson  
Cllr R Polhill

Representing Warrington Borough Council (5 Lab)

**Labour**

Cllr A Dirir

Cllr K Mundry

Cllr L Morgan

Cllr M Tarr

Cllr S Wright

**1D Election of Chair**

Members are invited to elect a Chair of the Authority, to serve until the Annual Meeting in 2017.

**1E Election of Deputy Chair**

Members are invited to elect a Deputy Chair of the Authority, to serve until the Annual Meeting in 2017.

**Note:** The Chair and Deputy Chair must be from different constituent authorities. If an election is necessary votes will be cast by secret ballot until one Member receives more than half the cast votes.

**1F Appointment of Group Spokespersons**

A political group may appoint a Group Spokesperson. The respective names will be confirmed at the meeting.

**1G Appointment of Lead Members**

Each constituent authority is invited to appoint a Lead Member.

**Note:** Should the Chair or Deputy Chair wish to act as Lead Member for their respective constituent authority they would automatically take this role.

**1H Chair's Announcements**

To receive any announcements that the Chair wishes to make prior to the commencement of the formal business of the meeting.

**1I Declaration of Members' Interests**

Members are reminded that the Members' Code of Conduct requires the disclosure of Statutory Disclosable Pecuniary Interests, Non-Statutory Disclosable Pecuniary Interests and Disclosable Pecuniary Interests.

**1J Minutes of the Fire Authority**

To confirm as a correct record the minutes of the Fire Authority meeting held on 30<sup>th</sup> March 2015. **(attached as Annex 1)**

(Pages 1 - 8)

**1K Notes of the Member Training and Development Group**

To receive, for information, the notes of the Member Training and Development Group meeting held on 25<sup>th</sup> April 2016. **(attached as Annex 2)**

(Pages 9 - 12)

- 1L Minutes of the Policy Committee** (Pages 13 - 14)  
To receive, for information, the minutes of the Policy Committee meeting held on 29<sup>th</sup> April 2016. **(attached as Annex 3)**
- 1M Appointment of Independent (Non-Elected) Members** (Pages 15 - 16)  
Members are asked to approve the appointments of Aimee Ruddy and Lesley Thomson as Independent (Non-Elected) members for Cheshire Fire Authority.  
**(Annex 4 attached)**
- 1N Appointments to Committees etc., Outside Bodies and Member Roles** (Pages 17 - 44)  
Members are asked to appoint to the Committees etc., Outside Bodies and Member Roles for 2016-17.  
  
The report of the Head of Legal and Democratic Services **(attached as Annex 5)** sets out the requirements for these appointments.
- 1O Timetable of Meetings 2016-17** (Pages 45 - 46)  
Members are asked to note the Timetable of Meetings for 2016-17. **(attached as Annex 6)**
- 1P LGA Annual Conference: 5th - 7th July 2016**  
To note that the Chair and the Deputy Chair will be invited to attend the LGA Annual Conference on behalf of Cheshire Fire Authority.
- 1Q Constitution** (Pages 47 - 64)  
Members are asked to adopt the constitution which contains the following sections:
- Section 1 – Cheshire Fire Authority
  - Section 2 – Key Documents
  - Section 3 – Members’ Decision Making Bodies
  - Section 4 – Procedural Matters
  - Section 5 – Outside Bodies
  - Section 6 – Members’ Roles
  - Section 7 – Protocols
  - Section 8 – Members’ Codes of Conduct
  - Section 9 – Members’ Allowance Scheme
  - Section 10 – Financial Regulations: Revised version approved for submission to the Fire Authority at Governance and Constitution Committee 30 March 2016  
**(Copy attached for approval)**
  - Section 11 – Scheme of Delegation

A copy of the Constitution can be accessed on the Service’s web-site. (<http://www.cheshirefire.gov.uk>)

## **ITEMS REQUIRING DISCUSSION/DECISION**

- |          |  |                          |
|----------|--|--------------------------|
| <b>2</b> | <b>Blue Light Collaboration - People Strategy</b>                                    | <b>(Pages 65 - 84)</b>   |
| <b>3</b> | <b>End of Year Financial and Performance Review 2015-16</b>                          | <b>(Pages 85 - 114)</b>  |
| <b>4</b> | <b>Member Development Programme 2016/17 and Review of Member Development 2015-16</b> | <b>(Pages 115 - 132)</b> |



**MINUTES OF THE MEETING OF THE CHESHIRE FIRE AUTHORITY held on Wednesday 30<sup>th</sup> March 2016 at Fire Service Headquarters, Winsford at 10.30 a.m.**

**PRESENT:** Councillors M Biggin, P Booher, R Daniels, D Flude, P Harris, J Joyce, D Mahon, D Marren, J Mercer, L Morgan, S Nelson, S Parker, R Polhill, B Rudd, T Sherlock, M Simon, N Wright and S Wright.

**ALSO IN ATTENDANCE:** Perminder Sethi, representative from Grant Thornton and Tony Cobain and Mike Nulty, representatives from Mersey Internal Audit Agency.

**PART 1 – MATTERS CONSIDERED IN PUBLIC**

**1 PROCEDURAL MATTERS**

**A RECORDING OF MEETINGS**

The Chair reminded Members that the meeting would be audio-recorded.

**B APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors D Bailey, P Carey, S Edgar, G Merry and J Weatherill.

**C CHAIR'S ANNOUNCEMENTS**

The Chair asked Members to note the content of Chair's Announcements which included details of the Authority's achievements and events Members had attended since the last Fire Authority meeting in February. He drew Members attention to the Blue Light Collaboration Board meetings he attended and added that these meetings were supplemented by regular meetings between himself and the Police and Crime Commissioner.

A Member wished to provide feedback to Officers about an event she had attended at a local school with the Road Safety Advocates. She commented that the session she attended was excellent and that the officers involved were a credit to the Fire Service.

**D DECLARATION OF MEMBERS' INTERESTS**

There were no declarations of interest.

## **E-H MINUTES**

Members were asked to confirm the minutes of the Fire Authority meeting held on 10th February 2016 and receive, for information, minutes of the Performance and Overview Committee, Staffing Committee and Brigade Managers' Pay and Performance Committee.

### **RESOLVED: That**

- [1] the Minutes of the meeting of the Cheshire Fire Authority held on 10<sup>th</sup> February 2016 be confirmed as a correct record; and**
- [2] the Minutes of the following meetings be received:  
Performance and Overview Committee – 24<sup>th</sup> February 2016  
Staffing Committee – 16<sup>th</sup> March 2016  
Brigade Managers' Pay and Performance Committee – 21<sup>st</sup> March 2016.**

## **2 EXTERNAL AUDIT PLAN AND UPDATE IN RESPECT OF THE AUTHORITY'S ACCOUNTS FOR 2015-16**

The Head of Finance introduced this item and explained that Perminder Sethi, the Authority's relationship manager from Grant Thornton, was in attendance at the meeting to present the External Audit Plan in respect of the Authority's accounts for 2015-16 for Members information.

The External Auditor provided an overview of the plan which provided the details of the audit methodology and identified some developments and risks which underpinned its priorities. Members' attention was drawn to the forthcoming challenges which included continuing financial pressures and collaborative work, specifically Blue Light Collaboration (BLC) and its impact on management capacity. The Plan also detailed the criteria used to produce the Auditors' value for money conclusion and the audit fee for this work for 2015-16 which Members were asked to approve.

The Chair thanked the Auditor for the report and added that the audit reports were particularly important with the proposed changes to the Service going forward. He added that the results of the audit work would be presented to the Authority in September which would give Members an opportunity to review how the changes in respect of BLC and in particular management capacity was being managed.

### **RESOLVED: That**

- [1] the External Audit Plan in respect of the Authority's accounts for 2015-16 be noted; and**
- [2] the audit fee of £29,860 for 2015-16 be approved.**



### **3 INTERNAL AUDIT PLAN 2016-17**

The Head of Planning, Performance and Communications introduced the report which contained the proposed Internal Audit Plan for 2016-17. He drew Members attention to the detailed operational plan for the coming year and explained that the majority of timelines for the audit work had yet to be determined due to the impact of the BLC programme. Dates would be identified as BLC timelines for specific departments were finalised. He then introduced Tony Cobain and Mike Nulty, representatives from Mersey Internal Audit Agency (MIAA) who presented the Internal Audit Plan 2015-16 to Members for approval.

The Internal Auditor informed Members that the plan had been developed following consideration of the Authority's plans and risk profile and after discussions with the Heads of Departments. He provided a brief summary of the proposed internal audit plan coverage over the next 3 years and explained that the strategic plan was subject to risk assessment each year, or more frequently, if required. Progress against the Plan would be monitored by the Performance and Overview Committee and any specific issues during the year could be escalated to the Policy Committee.

**RESOLVED: That**

**[1] the Internal Audit Plan for 2016-17 be approved.**

### **4 FIREFIGHTER APPRENTICESHIP SCHEME**

The Head of People and Development presented this report which provided Members with details in relation to the Apprenticeship scheme design, governance, funding arrangements and costs. She explained that the Service's "Step into Work" initiative was introduced in 2014 following the pledge outlined in the Integrated Risk Management Plan (IRMP) 11 to extend the Service's range of youth engagement initiatives. This was fulfilled through the introduction of a traineeship scheme and two apprenticeship schemes based in HQ (in Workshops and in the Prevention department). IRMP12 had outlined the Service's intention to develop a firefighter apprenticeship scheme for launch during 2016/17.

Members had received an initial presentation on the proposal to launch a pilot scheme for a cohort of up to twelve Firefighter and Community Safety Apprentices to commence in September 2016. The report outlined the key drivers for the introduction of the scheme which included the Government's proposals to introduce an Apprenticeship levy and the Service's workforce planning, specifically improvements to succession planning as part of the Service's overarching talent management strategy. It also provided details of the proposed scheme design and outputs, apprenticeship scheme support, apprentice pay arrangements and funding arrangements.

Members were very supportive of the proposals and commented that it was essential that there was succession planning in place for firefighters. However

Members felt that it was important that there was the prospect of a full time role at the end of the scheme and the aim must be to bring young people into the Service.

The Head of People and Development explained that, to ensure that the Service benefits from the ready made talent pool for maintaining wholetime firefighter staffing levels and to support workforce planning, it was intended that all apprentices who successfully undertake and complete the apprenticeship scheme to the required standard would be offered a permanent position as a trainee firefighter.

A Member queried the partnership with local colleges as a lot of the training would be carried out in-house. The Head of People and Development explained that the benefit of partnering with a training provider or college was that they were able to obtain funding from the Skills Funding Agency. The Chair added that there was a review of Further Education colleges currently being undertaken in Cheshire to provide county-wide opportunities which could lead to students having to travel further and he queried if the Service would be factoring travel expenses into the budget requirements. The Head of People and Development explained that, although the majority of training would be in-house, she would ensure the criteria for travel expenses was considered. She added that all apprentices would be offered assistance towards obtaining their driving licence.

**RESOLVED That:**

- [1] the content of the report be noted; and**
- [2] the proposal to pay the new apprentices at 26% above the national minimum pay for apprentices be agreed.**

**5 BLUE LIGHT COLLABORATION – UPDATE (INCLUDING PEOPLE STRATEGY)**

The Head of Legal and Democratic Services introduced the report which provided an update in respect of progress on the Blue Light Collaboration (BLC) Programme. The report provided information on the following issues: general update; how the new arrangements were being designed and the emerging discussions about the overall management of the collaboration; the developing proposals about the joint headquarters and associated facilities; and an outline of the proposals for the People Strategy document.

The Head of Legal and Democratic Services explained that the work to produce the People Strategy was being facilitated by an external consultant and the first draft had been produced. Unfortunately the Strategy was not quite ready and was the subject of internal due diligence before it could be released and submitted to Members for approval. As the Strategy was one of the key documents it was important to ensure that it was carefully considered before release. Members had agreed, at the December meeting that approval of the People Strategy should be reserved to the Fire Authority along with the

approvals to enter into other key documents required for BLC. Members' views were sought on how they wished to deal with the approvals to enter into key documents going forward for BLC and were asked to consider delegating such approvals to Policy Committee to assist in ensuring the programme was not delayed.

Members discussed the update provided and a number of issues/comments were raised.

A Member requested that officers consider how to preserve the history associated with the Service's tenure at the current site before the Service relocated to Clemonds Hey.

Members commented that they recognised the importance of delivering the programme against the milestones identified as far as possible but asked officers to note that it was more important to get it right than completed quickly. The Chair explained that it would be beneficial to embed the principles of the programme before the forthcoming elections but noted that caution was required.

A Member expressed the view that the Fire Authority should be involved in the approval of key documents to ensure that there was adequate scrutiny and consensus on these key decisions.

The Chief Fire Officer and Chief Executive provided responses to the queries made. He reassured Members that, in respect of the timescales for the programme, there would be a measured pace which was methodical and practical. He referred to the management capacity concerns raised in the earlier External Audit report and offered assurances that this issue was constantly being reviewed at the Service's management meetings and that the Service would utilise its IRMP reserves to help alleviate any capacity issues that arose. Finally he drew Members attention to the information in the report in respect of an emerging proposal regarding the feasibility of having a joint Fire and Police training facility which could be based at Fire HQ. This proposal needed to be reviewed further and the Deputy Chief Fire Officer had been appointed as project sponsor.

The Head of Legal and Democratic Services suggested that officers, in consultation with the Chair, could identify the most appropriate route for the approvals to enter into key BLC documents. The Chair added an assurance that all Members would be consulted prior to any key documents being considered by the Policy Committee. This would ensure that Members could insist that key documents be approved by the Fire Authority. To facilitate this approach reports would be provided to all Fire Authority Members.

The Chair added that an action be recorded for the Head of Planning, Performance and Communications to ensure that the history of the building as Cheshire Fire HQ was captured and recorded for the Service's archives.

**RESOLVED: That**

- [1] the content of the report be noted; and**
- [2] Members of the Fire Authority be consulted about the most appropriate route to secure approval to enter into key documents relating to Blue Light Collaboration.**

**6 SENIOR MANAGEMENT COLLABORATION OPPORTUNITY**

The Head of Legal and Democratic Services introduced this report which sought Members approval to share the Chief Fire Officer and Chief Executive (CFO) with Cumbria Fire and Rescue Service (FRS). He outlined the key elements of the proposal which included a commitment of working two days per week for Cumbria FRS, an outline of the proposed role and the funding of £60,000 from Cumbria FRS equating broadly to the salary for days 'lost' at Cheshire FRS. He added that the proposal was to establish the role for twelve months initially. However for the protection of Cheshire, this would include a provision allowing the CFO to withdraw (or be withdrawn) upon two calendar months notice.

The CFO provided some background information on the proposal and the potential benefits of the collaborative arrangements. He explained that, as a result of changes to CFOA's governance model, he would be handing over the presidential role in June 2016 (three months earlier than anticipated) and offered assurances to Members regarding the commitment required to take on the Cumbria role. He added that Members of the Authority's Staffing Committee had considered the collaboration opportunity at its meeting on 17<sup>th</sup> March and were supportive, subject to the Authority's approval.

Members were supportive of the proposal and felt that this was an opportunity for Cheshire to demonstrate it was being innovative in its approach to collaboration. However concerns were expressed over the impact on both the CFO and his management team over the next 12 months and the need for regular monitoring and reviews of the arrangements. A Member commented that she had reservations over making a decision today without having the opportunity to seek officers views on the proposal. A Member drew attention to the audit report (an earlier item on the agenda) regarding management capacity and the need to be cautious over the impact on the Management Team during a period of considerable change. However he felt that if the Management Team were satisfied that the proposal could work then the potential benefits should outweigh the risks.

The Deputy Chief Fire Officer provided reassurance to Members that officers views had been sought and explained that he and the CFO were a well established Principal Officer team and had a mature senior management team to support them. He was confident that the collaboration would be beneficial but added that regular monitoring of the shared role and the opportunity to withdraw from the arrangement if it was not working provided additional

safeguards. It was noted that there would be regular reports to Staffing Committee concerned with monitoring and review.

**RESOLVED: That**

- [1] the proposal to share the Chief Fire Officer and Chief Executive with Cumbria Fire and Rescue Service, upon the terms contained within the report, be approved; and**
- [2] regular monitoring and review of the arrangements to be facilitated through Staffing Committee.**

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**NOTES OF THE MEETING OF THE MEMBER TRAINING AND DEVELOPMENT GROUP  
held on Monday, 25 April 2016 at FSHQ at 10.30 am**

**PRESENT:** Councillors D Flude, P Harris and S Parker

**1 APOLOGIES**

Apologies were received from Councillor N Wright and Mr R Garner.

**2 NOTES FROM THE PREVIOUS MEETING**

**RESOLVED: THAT**

**[1] the notes of the meeting held on 15 December 2015 be approved as a correct record.**

**3 PERSONAL DEVELOPMENT REVIEWS: UPDATE**

The Leadership Development Advisor attended the meeting to provide a verbal update on the 2015/16 Personal Development Reviews (PDRs). He informed the Group that all Members had attended a personal development interview and that the feedback received from Members had been very positive. Members agreed that any outstanding development needs from previous reviews were no longer applicable and fresh plans were developed. It was noted that there were no large gaps identified in the training and development opportunities offered to Members and Members commented that they felt well supported in their role. He provided a copy of the prioritised learning needs plan for Members that he had developed using the outcomes of the PDRs.

The Leadership Development Advisor highlighted the key learning needs arising from the reviews which included training on access to the Service's intranet, maintenance of a high level of communications on Blue Light Collaboration (BLC) and the organisational structure, specifically on stations. The Democratic Services Manager explained that the Authority was in the process of implementing an electronic committee system which should improve Members access to documents on both the internet and intranet. The majority of Members already used this system at their constituent authority but it was suggested that a familiarisation session be held on the rise of the planning day in June which would include accessing the CFRS intranet. The Chair suggested that it would be useful for each UPG to have a session on the stations structure within their area which would provide Members with a useful overview of Station Management within their unitary area.

The Leadership Development Advisor informed the Member Training and Development Group (MTDG) that around half of Members had completed the pre-interview documentation prior to the interview and there had been some confusion over the scoring criteria for new Members and lack of clarity on the wording of the on-going review documentation. These documents would be reviewed and revised

accordingly and submitted to the MTDG for consideration prior to the next programme of reviews.

The Chair concluded by thanking the Learning Development Advisor and the Member Support Officer for their work in ensuring all Members had received a PDR. She also wished to thank all Members for their participation.

**RESOLVED: THAT:**

- [1] the update on Personal Development Reviews be noted;**
- [2] the training needs identified be fed into the Member Development Programme where appropriate; and**
- [3] a review of the PDR documentation be undertaken and submitted to the MTDG at the October meeting.**

**4 MEMBER DEVELOPMENT PROGRAMME 2015/16 - QUARTERLY MONITORING**

The Member Development Programme 2015/16 was approved at CFA on 17 June 2015. The MTDG were asked to review progress against the current programme and to identify any training needs that they felt were not currently being met. A copy of the approved programme which provided details of attendance at Member Development events and an overview of the evaluation feedback received on planning days was attached as an appendix.

The Democratic Service Manager (DSM) provided an update on the Members induction programme for 2015/16. She explained that the final session on Health and Safety would be held in May and would conclude with an evaluation session with the DSM to identify if there were any gaps in the programme or improvements that could be made for 2016/17.

Members noted that this was the final report for the programme for 2015/16 and were satisfied with the programme delivery.

**RESOLVED: THAT**

- [1] Progress on the delivery of the 2015/16 Member Training and Development programme be noted.**

**5 PROPOSALS FOR 2016/17 MEMBER DEVELOPMENT AND INDUCTION PROGRAMME**

This report presented the draft Member Development Programme and Members Induction Programme for 2016/17 to the MTDG for approval for submission to the Fire Authority in June 2016.

The DSM explained that the Member Development Programme for 2016/17 would cover the generic training and development sessions for all Members and the induction sessions for new Members. Training needs identified in Personal Development Reviews in respect of ICT/Intranet Training and UPGs overview of station management would be added to the programme.



Members also highlighted the need to ensure they were kept updated on the BLC programme and timelines which had been identified by a number of Members in PDR interviews. The MTDG commented that they would like regular updates on changes to roles and functions and the development of the new operating model for Fire as BLC progressed. The DSM explained that Officers were aware of the importance of keeping Members updated on BLC and regular update reports would be fed into Committee meetings and Members Planning Days as appropriate.

**RESOLVED: THAT:**

- [1] the proposals for the 2016/17 Members Induction Programmes (Appendix 1) be approved; and**
- [2] the draft Member Development Programme be approved for submission to the Fire Authority in June 2016.**

**MEMBER DEVELOPMENT STRATEGY 2014-16 IMPLEMENTATION PLAN :  
QUARTERLY MONITORING**

The Member Development Strategy 2014-16 was approved by the Fire Authority in September 2014 and it was agreed that the implementation and monitoring of the Strategy would be monitored by the MTDG. The DSM introduced the report which provided an update on progress made in respect of the implementation plan.

The report provided a brief update on the key objectives. Members discussed the outstanding work required in respect of Objective 7.5 – developing a portfolio for North West Charter Level 2. The Chair commented that she did not think it was practical to pursue this objective whilst the Authority was in the middle of the BLC programme as this programme would have an impact on the work of the Authority. Other factors considered included the resources required to implement the electronic committee system and the vacant Democratic Services post. Members agreed to put this work on hold until the BLC programme had been implemented.

**RESOLVED: THAT:**

- [1] the content of the report be noted; and**
- [2] work on North West Charter Level 2 be put on hold until the BLC programme had been implemented.**

**7 ANNUAL MEMBER DEVELOPMENT REPORT**

The Democratic Service Manager explained that it was proposed that the format and content of the annual report on Member Development for 2015/16 remained the same. The report was scheduled to be submitted to CFA in June 2016 and Members were happy with the approach suggested. The Democratic Services Manager would distribute a draft to group Members for review prior to submission.

**RESOLVED: THAT:**

- [1] the draft Annual report to CFA be distributed to MTDG Members for comment prior to submission to CFA.**

**8 WORK PROGRAMME 2016/17**

The work programme for 2016/17 was presented to Members for approval. It was noted that an item on the review of PDR documents would be added to the meeting scheduled for October. The Group also discussed the timings of the meetings scheduled for 2016/17 and it was agreed that meetings would commence at 10.30am.

**RESOLVED:THAT:**

- [1] the work programme for 2016/17 be approved; and**
- [2] the start times of meetings for 2016/17 be rescheduled from 2pm to 10.30am.**



**MINUTES OF THE POLICY COMMITTEE held on Friday 29<sup>th</sup> April 2016 at Fire Service Headquarters, Winsford at 2.30pm.**

**PRESENT:** Councillors J Joyce (Chair), M Biggin, P Booher, S Edgar, S Nelson, B Rudd, T Sherlock and J Weatherill.

**PART 1 – MATTERS CONSIDERED IN PUBLIC**

**1 PROCEDURAL MATTERS**

**A RECORDING OF MEETING**

Members were reminded that the meeting would be audio-recorded.

**B APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor P Carey and S Parker.

**C DECLARATION OF MEMBERS INTERESTS**

There were no declarations of Members interests.

**D MINUTES OF THE POLICY COMMITTEE MEETING**

**RESOLVED:** That

**The Minutes of the meeting of the Policy Committee held on 27<sup>th</sup> January 2016 be confirmed as a correct record.**

**E NOTES OF THE RISK MANAGEMENT BOARD**

**RESOLVED:** That

**The notes of the Risk Management Board meeting held on 15<sup>th</sup> March 2016 be received, for information.**

**2 BLUE LIGHT COLLABORATION – DRAFT PEOPLE STRATEGY**

The Head of Legal and Democratic Services presented the report to Members which included the draft Blue Light Collaboration (BLC) People Strategy for Members consideration to allow them to make recommendations to the Fire Authority in respect of the approval of the Strategy.

He explained that the People Strategy was a key document in relation to BLC and had been the subject of protracted discussions between fire and police staff. The key principles of the Strategy were outlined in the report and the

Head of Legal and Democratic Services provided an overview of the information contained in the document.

Members raised a number of queries in relation to consultation periods, TUPE transfer timelines and pension protections. The Head of Legal and Democratic Services explained that the consultation periods would be for a minimum period of 30 days but could be extended if necessary. TUPE transfer dates were highlighted in the transition schedule and each tranche had a proposed date identified. Staff transferring to the employment of the Chief Constable would continue to be members of the Local Government Pension Scheme and work was currently being undertaken to review any differences in the pension discretion policies of the two organisations. He added that the Unions would be consulted as part of the review of relevant HR policies.

A Member queried whether Heads of Department would be transferring over with the departments identified as in scope. He added that this was a key issue for the Fire Authority as it was important that Members had access to officers at a strategic level. The Head of Legal and Democratic Services explained the Chief Fire Officer and Chief Executive had a view that the Service Management Team should be retained with a number of Heads of Department retained to deliver statutory and strategic functions for the Fire Authority.

**RESOLVED: That**

- [1] the draft People Strategy be recommended to the Fire Authority for approval.**

## Annex 4

## CHESHIRE FIRE AUTHORITY

MEETING OF : Cheshire Fire Authority  
DATE : 15 June 2016  
REPORT OF : Head of Legal and Democratic Services  
AUTHOR : Joanne Smith

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### SUBJECT: APPOINTMENT OF INDEPENDENT (NON-ELECTED) MEMBERS

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#### Purpose of Report

1. To allow Members to confirm the arrangements for Independent (non-elected) members (IMs) on the Fire Authority's Committees and to approve the appointment of two IMs.

#### Recommended: That Members

- [1] confirm that Independent (non-elected) members be appointed to the following meetings (in an advisory capacity):  
Governance and Constitution Committee (2)  
Performance and Overview Committee (1)  
Member Training and Development Group (1);
- [2] to appoint Aimee Ruddy and Lesley Thomson as Independent (non-elected) members for a term of office of four years.

#### Background

2. The Fire Authority considered the introduction of new arrangements for IMs at its meeting on 12<sup>th</sup> February 2016 following recommendations from the Governance and Constitution Committee and the following was agreed:
  - [1] independent members be retained in an advisory capacity;
  - [2] the role of independent members be reviewed;
  - [3] the number of independent members be reduced from 3 to 2;
  - [4] independent members serve a term of four years but be eligible to apply to serve a further term; and
  - [5] new arrangements be introduced in time for appointments to be made at the Fire Authority's meeting in June 2016.
3. A small group of Members from the Governance and Constitution Committee comprising of Councillors S Wright, M Biggin, D Marren and L Morgan met on 29<sup>th</sup> February and reviewed the recruitment documents and agreed the timelines for the recruitment. The Governance and Constitution Committee received a report on progress at its meeting on 30<sup>th</sup> March and it was agreed that the roles be advertised.

4. The selection panel (comprised of Councillors S Wright, D Marren and L Morgan) met in May to review the applications and shortlisted for interviews. The interviews were held on 31<sup>st</sup> May 2016 and the Member panel agreed that they would wish to recommend the appointment of Aimee Ruddy and Lesley Thomson as IMs for the Fire Authority.

## **Information**

5. Aimee Ruddy has previously worked as a civil servant for the Scottish Executive and also for Warrington Collegiate as a Work Placement Officer. Lesley Thomson has held a variety of roles in the welfare to work sector, higher education and the NHS and is a qualified mediator. She also volunteers as an Independent Person for Cheshire West and Chester and is currently employed as a Clerk to School Governors in Cheshire East. The panel felt that both applicants had the necessary skills to develop into the role.
6. Members are asked to note that the recruitment pack contained a set of eligibility criteria which included a requirement for an applicant not to have been a Member or Officer of the Fire Authority or any of the constituent authorities in the last five years. Lesley Thomson has recently been appointed as a Clerk to the School Governors providing support to a number of schools in Cheshire East she is now an employee of Cheshire East Council. Members on the selection panel did not feel that this should preclude her from being appointed as they believed that the eligibility criteria was aimed at officers working in the Council's Corporate Services not an employee engaged in front-line duties in a school.

## **Financial Implications**

7. There is a small cost of having IMs. This is adequately covered in the budget.

## **Legal Implications**

8. The involvement of IMs is not a legal requirement. The Fire Authority is required to uphold high standards and the role of IMs is associated with this and may provide members of the public with greater confidence about standards and decision making generally.

## **Equality and Diversity and Environmental Implications**

9. There are no equality and diversity or environmental implications associated with this report.

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TEL [01606] 868804 BACKGROUND PAPERS:**

## CHESHIRE FIRE AUTHORITY

MEETING OF : CHESHIRE FIRE AUTHORITY  
 DATE : 15<sup>th</sup> JUNE 2016  
 REPORT OF : HEAD OF LEGAL AND DEMOCRATIC SERVICES  
 AUTHOR : ANDREW LEADBETTER

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**SUBJECT : APPOINTMENTS TO COMMITTEES ETC. AND  
 OUTSIDE BODIES AND MEMBER ROLES**

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### Purpose of Report

1. This main purpose of this report is to allow Members to consider the following issues:
2.
  - a) Responsibilities of the Fire Authority;
  - b) Political proportions on the Fire Authority;
  - c) Political proportionality rules (where they apply and where they don't and their affect upon the allocation of seats on committees etc.);
  - d) Appointment of Members to available seats on committees etc;
  - e) Appointment of independent members;
  - f) Appointments to outside bodies;
  - g) Appointment of Member Champions; and
  - h) Endorsement of Member/officer buddy arrangements.

**Note:**

Appendix 2B contains information about the political proportionality rules and allocation of seats on committees etc. Appendix 2C contains details of appointments required to committees, boards and groups. Appendix 3 shows the required appointments to outside bodies. Appendix 4 contains information about Member Champions. It is anticipated that Appendices 2C, 3 and 4 will be re-circulated complete with details of proposed appointees following discussions with the political Group Leaders.

### **Recommended:**

**Members are asked to:**

- [1] **Confirm the responsibilities of the Fire Authority set out in Appendix 1;**
- [2] **Note the political proportions on the Fire Authority set out in paragraph 3;**
- [3] **Agree the approach to the allocation of seats explained in paragraphs 4 and 5 and Appendix 2B;**
- [4] **Agree the responsibilities of Committees, Boards and Groups set out in Appendix 2A;**
- [5] **Agree the appointments required as set out in Appendix 2C;**

- [6] **Agree the appointment of independent members (to act in an advisory capacity) as set out in paragraph 11 of the report;**
- [7] **Agree the appointments to outside bodies set out in Appendix 3;**
- [8] **Agree the appointments of Member Champions set out in Appendix 4;**
- [9] **Agree the continuation of the Member/officer buddy arrangements;**

**a) RESPONSIBILITIES OF THE FIRE AUTHORITY**

- 2. The responsibilities of the Fire Authority are set out in Appendix 1.

**b) POLITICAL PROPORTIONS ON THE FIRE AUTHORITY**

- 3. Political proportions are important as they determine the allocation of seats on some committees. The proportions are shown as percentages in the table below:

	Seats	Percentage
Conservative	8	34.78
Labour	14	60.87
Independent Member	1	4.35
Total	23	100

**Note:** The Independent Member is not entitled to any seats on the committees etc.

**c) POLITICAL PROPORTIONALITY RULES (WHERE THEY APPLY AND WHERE THEY DON'T AND THEIR AFFECT UPON THE ALLOCATION OF SEATS ON COMMITTEES ETC.)**

- 4. The Local Government (Committees and Political Groups) Regulations 1990 and Local Government and Housing Act 1989 make provision for the handling of political group representation on some of the Fire Authority's committees. For the sake of simplicity the term 'political proportionality rules' has been used.
- 5. The political proportionality rules are not straight-forward. They involve the application of certain principles '...so far as reasonably practicable...' in allocating seats to political groups. These principles are set out below:
  - a) that not all the seats on the body are allocated to the same political group;
  - b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;



- c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and
  - d) subject to paragraphs (a) to (c) above, that the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.
6. Members are asked to note the information above and in Appendix 2B when considering the appointments required in Appendix 2C and the allocations of seats.
  7. Not all of the Authority's bodies are caught by the political proportionality rules. For example, the Member Training and Development Group is not.
  8. Some other bodies exist where there is no requirement for appointments to be made at the annual meeting, e.g. Closure of Accounts Committee and Staffing Committee.
- d) APPOINTMENT OF MEMBERS TO AVAILABLE SEATS ON COMMITTEES ETC.**
9. Appendix 2A contains details of the responsibilities of the respective committees etc. The respective responsibilities for plans, strategies and policies attributed to the Fire Authority and Policy Committee are contained in the lists that have been slightly updated since Members last considered them in April. The lists are included in Appendix 2A.
  10. Members will see that they are asked to appoint to the Safety Centre Members Sounding Board. Officers are in the process of preparing the governance documents for the charitable company limited by guarantee and an application to the Charity Commission. Shortly, Officers will assist members with the recruitment/filling of the positions for trustees on the Safety Central charity trust.
- e) APPOINTMENT OF INDEPENDENT MEMBERS**
11. Following a review of the role of independent (non-elected) members (IMs) the Authority has agreed that the number of IMs would be reduced to two and would be appointed for a 4 year term of office. They fulfil an advisory role and there is a separate item on the agenda in respect of these appointments.

**f) OUTSIDE BODIES**

12. Members are asked to make appointments to the outside bodies covered in Appendix 3. Members will see that the roles of the bodies and delegated powers (if any) are set out in the appendix.

**g) MEMBER CHAMPIONS**

13. Members are asked to appoint the Member Champions covered in Appendix 4.

**h) MEMBER/OFFICER BUDDY ARRANGEMENTS**

14. The Authority operates a Member/officer buddy arrangement. This is intended to provide Members with officer support to help develop their overall and wider knowledge of the organisation and the fire and rescue sector generally.
15. Members are asked to agree the continuation of the buddy arrangements. The alignment of Members/officers will be confirmed shortly after the meeting to take account of Member appointments e.g. Member Champion roles.

**Financial Implications**

16. The cost of operating the democratic process is contained within the Authority's budget.

**Legal Implications**

17. The Fire Authority has delegated certain functions to various decision making bodies and has in place arrangements to facilitate good communications between Members and officers. The appointments made as a result of this report help to ensure that decisions made will be set within a legal framework.

**Equality & Diversity Implications**

18. There are no equality and diversity implications arising from this report.

**Environmental Implications**

19. There are no environmental implications arising from this report

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TEL [01606] 868804  
BACKGROUND PAPERS: NONE**

## **FIRE AUTHORITY**

### **RESPONSIBILITIES**

- 3.1 Makes all Member decisions that are not delegated to other Member Decision-Making Bodies
- 3.2 Makes key decisions, including but not limited to:
  - Approval of the budget (including capital and revenue proposals)
  - Setting the precept;
  - Approval of the annual accounts
  - Approval of the Annual Statement of Assurance
- 3.3 Approves key plans (and considers associated documentation, e.g. Annual Reports)
- 3.4 Approves key strategies (and considers associated documentation, e.g. Annual Reports)
- 3.5 Approves key policies (and considers associated documentation, e.g. Annual Reports)
- 3.6 Establishes and determines the responsibilities, and composition of, and appointments to all Members' Decision-Making Bodies and determines Member Roles and makes appointments to all Outside Bodies
- 3.7 Adopts the Members' Codes of Conduct
- 3.8 Approves the Members' Allowances Scheme
- 3.9 Considers and determines any matters referred to it by any of the Members' decision-making bodies;
- 3.10 Receives key external reports and determines appropriate actions e.g. Operational Assessment and Fire Peer Challenge
- 3.11 Appoints the Chief Fire Officer
- 3.12 Agrees overall Scheme of Delegation
- 3.13 Agrees any transfer of functions and/or powers and/or major changes to service delivery (including the establishment of a trading company etc)
- 3.14 Settles responses to key consultations
- 3.15 Agrees to buy or sell land and/or buildings
- 3.16 Agrees to enter into key and/or long-term contractual commitments
- 3.17 Approves statutory statements e.g. Annual Pay Policy Statement

- 3.18 Approves Annual Report
- 3.19 Considers External Audit Findings and Value For Money Conclusion report (including approval of Audit Arrangements and Fees)
- 3.20 Approves the Constitution and any amendments to it
- 3.21 Acts as duty holder for matters relating to Health and Safety

**IF IN DOUBT TREAT THE MATTER AS 'KEY' AND REPORT THE MATTER TO THE FIRE AUTHORITY**

**A LIST OF KEY PLANS, STRATEGIES AND POLICIES THAT ARE THE RESPONSIBILITY OF THE AUTHORITY IS HELD BY THE HEAD OF LEGAL AND DEMOCRATIC SERVICES.**

## **POLICY COMMITTEE**

### **RESPONSIBILITIES**

The Policy Committee

- 3.22 advises the Fire Authority in relation to key decisions
- 3.23 advises the Fire Authority on developing key plans, strategies and policies
- 3.24 approves responses to significant consultations
- 3.25 acts as a Closure of Accounts Committee;
- 3.26 approves significant policies (and considers associated documentation, e.g. Annual Reports)
- 3.27 approves significant plans (and considers associated documentation, e.g. Annual Reports)
- 3.28 approves significant strategies (and considers associated document, e.g. Annual Reports)
- 3.29 takes the leading role in respect of risk management (with the support of the Risk Management Board)
- 3.30 refers matters to the Fire Authority or any of the other Members' Decision-Making Bodies as appropriate

**A LIST OF SIGNIFICANT PLANS, STRATEGIES AND POLICIES THAT ARE THE RESPONSIBILITY OF THIS COMMITTEE IS HELD BY THE HEAD OF LEGAL AND DEMOCRATIC SERVICES.**

**List of Plans, Strategies and Policies attributed to the Fire Authority and Policy Committee**

<b>Fire Authority</b>	
<b>Key Plans</b>	Integrated Risk Management Plan
	Five Year Strategy
	Medium Term Financial Plan
	External Audit Plan
	Crisis Management Plan
<b>Key Strategies:</b>	Member Development Strategy (and Programme)
	Treasury Management Strategy
<b>Key Policies:</b>	Heritage Policy
	Unwanted Fire Signals Policy

<b>Policy Committee</b>	
<b>Significant Plans:</b>	
<b>Significant Strategies:</b>	Asset Management Strategy
	Children and Young People Strategy
	CFP Business Liaison Strategy
	Consultation and Engagement Strategy
	Corporate Communications Strategy
	Corporate Equalities and Inclusion Strategy
	Internal Audit Strategy
	Partnership Policy
	Risk Management Strategy
<b>Significant Policies:</b>	Adult Safeguarding Policy
	Health and Safety Management Policy
	ICT and Information Security Policy
	Pay and Recognition Policy
	Pension Abatement and Re-employment Policy
	Retirement Policy
	Re-organisation and Redeployment Policy
	Sprinkler Policy

## **PERFORMANCE & OVERVIEW COMMITTEE**

### **RESPONSIBILITIES**

The Performance and Overview Committee:

- 3.31 Assists the Authority (and Policy Committee) in the development, review and monitoring of plans (e.g. Integrated Risk Management Plan), strategies and policies (e.g. Health and Safety Management Policy, receiving the Annual Health and Safety report), making recommendations and offering advice, as appropriate.
- 3.32 Monitors performance (financial and non-financial) with a view to securing efficiency, effectiveness and value for money, making recommendations and offering advice, as appropriate.
- 3.33 Reviews the implementation of decisions by the Authority (and Policy Committee), making recommendations and offering advice, as appropriate.
- 3.34 Monitors delivery of the Authority's programmes and projects, making recommendations and offering advice, as appropriate.
- 3.35 Monitors progress against the internal audit plan and recommendations from internal audits, making recommendations and offering advice, as appropriate.
- 3.36 Monitors arrangements with third parties, e.g. partners and contractors, making recommendations and offering advice, as appropriate.
- 3.37 Refers matters to the Authority (and/or Policy Committee) for consideration/determination when it believes that matters should be brought to its/their attention.

In order to fulfil these responsibilities the Committee may establish task and finish groups if specific issues require in-depth examination.

The Committee may request officers and/or Members to attend a meeting to provide information and answer questions about a matter that is before the Committee.

## **GOVERNANCE AND CONSTITUTION COMMITTEE**

### **RESPONSIBILITIES**

The Governance and Constitution Committee:

- 3.38 Discharges the requirements of Chapter 7 of Localism Act 2011
- 3.39 Assists the Fire Authority in the promotion and maintenance of high standards
- 3.40 Recommends the Members' Code of Conduct to the Fire Authority (and updates/amendments)
- 3.41 Secures applications for the role of Independent Person and make recommendations to the Fire Authority
- 3.42 Manages the relationship with the Independent Persons
- 3.43 Considers requests for dispensations and grant them (where appropriate)
- 3.44 Ensures delivery of training for Members on standards issues
- 3.45 Issues advice to Members on standards issues
- 3.46 Approves the format of the register of Members' interests and monitor completion
- 3.47 Agrees arrangements for investigation and decision-making in relation to allegations of breaches of the Members' code of conduct
- 3.48 Monitors Member attendance and recommend action to the Fire Authority
- 3.49 Arranges for the review of Members' allowances and recommend to the Fire Authority
- 3.50 Secures appropriate corporate governance arrangements and monitor them
- 3.51 Monitors compliments and complaints (including ombudsman matters)
- 3.52 Reviews Fire Authority's constitution and make recommendations to Fire Authority
- 3.53 Provides support to the Monitoring Officer and Section 151 Officer (Local Government Act 1972)
- 3.54 Considers and act upon developments related to standards in its broadest sense
- 3.55 Agrees any indemnity afforded to Members and/or officers

Extract from Constitution



- 3.56 Settles the terms of any Member/officer protocol
- 3.57 Monitors the effectiveness of Member/officer relationships
- 3.58 Considers matters referred by Policy Committee, or Performance and Overview Committee
- 3.59 Settles the strategy for audit arrangements and carry out high level monitoring of the effectiveness of those arrangements
- 3.60 Determines the Authority's approach to the transparency agenda and monitor compliance with information-related legislative requirements

## **BRIGADE MANAGER'S PAY & PERFORMANCE COMMITTEE**

### **RESPONSIBILITIES**

- 3.62 To appraise the Brigade Manager, Chief Fire Officer.
- 3.63 To review the pay of the Brigade Manager, Chief Fire Officer (including any performance payment)
- 3.64 To review the appraisals of the Deputy Chief Fire Officer and Assistant Chief Fire Officer as "grandparent manager" and review their pay (including any performance payment).
- 3.65 To act as the employer for the local determination of any matters within the purview of the NJC for Brigade Managers of the Fire and Rescue Services Scheme of Conditions of Service ("the Gold Book") and any local variations to those conditions.
- 3.66 To act as the employer within the appointment process for any posts at Brigade Manager level within the Service.
- 3.67 In matters of discipline, capability, or grievance in relation to the Brigade Managers, to act as the hearing committee within the relevant procedure and as the appeal committee in relation to Area Managers (all conditions of service).

## **STAFFING COMMITTEE**

### **RESPONSIBILITIES**

- 3.68 To act as the employer within the appointments process for any posts at Area Manager level within the service (all conditions of service).
- 3.69 To determine matters related to pensions where Members are required to make a decision.
- 3.70 To determine matters referred to the Committee involving human resourcing (outside the remit of JCC).

## **JOINT CONSULTATIVE COMMITTEE (JCC)**

### **RESPONSIBILITIES**

- 3.61 To apply due consideration to an issue when there has been a failure to agree, with a view to determining an outcome.

## **MEMBER TRAINING & DEVELOPMENT GROUP**

### **RESPONSIBILITIES**

- 3.74 To advise on the development, monitoring and evaluation of a Member Training and Development Programme to ensure that Members' training needs are being met.
- 3.75 To develop, monitor and review the Member Development Strategy and ensure that the Member Development Programme is developed in line with the strategy and to meet individual member development needs.

## **RISK MANAGEMENT BOARD**

### **RESPONSIBILITIES**

- 3.78 To identify, assess and monitor corporate risks and ensure they are managed in line with the Corporate Risk Management Framework. This group has a critical 'check and challenge' role to ensure that identified risks are based on sound risk information and are adequately evaluated. The corporate risks recorded within the Service's Risk Management database will be used to determine the Authority's levels of balances and reserves.
- 3.79 To review any high priority Internal Audit recommendations in the context of risk to the organisation and assess specific risks that may be escalated from Heads of Department or the Policy Approval Group
- 3.80 To undertake annual reviews of the Service Crisis Management Plan

## **PHOENIX BOXING CLUB BOARD**

### **RESPONSIBILITIES**

- 3.82 The main role of the Governance Board is to make decisions regarding the facilities and to promote and support the club.
- 3.83 The Board will hold at least two general meetings a year.

## **HEALTHY HEART RUNCORN TRAINING GYM BOARD**

### **RESPONSIBILITIES**

- 3.85 The main role of the Governance Board is to make decisions regarding the facilities and to promote and support the club.

## **UNITARY PERFORMANCE MANAGEMENT GROUPS**

### **RESPONSIBILITIES**

- 3.88 The group is multi functional and is responsible for the effective delivery of the Service IRMP objectives in that Unitary Performance Area.
- 3.89 The boundary of each group's responsibilities coincides with the political and administrative boundaries of the Unitary area in which it meets.
- 3.90 The meetings are an opportunity for local Members to scrutinise local officers on Service Performance and highlight issues of concern raised by the local community.
- 3.91 The Authority has provided a budget for each area to support Service and joint initiatives and is aimed at allowing the Unitary Performance Groups to address local safety concerns and issues. The decisions are made at local level within an agreed financial framework. These arrangements allow the Authority to provide opportunities for the democratic engagement where councillors can meet their constituents face to face and place councillors at the heart of well supported area and neighbourhood structures. It will also allow a greater degree of interaction for councillors and the public and closer scrutiny of Service activities.

## **SAFETY CENTRE MEMBERS SOUNDING BOARD**

### **ROLE**

The primary role of the Safety Centre Members' Sounding Board is to provide a mechanism for dialogue between a representative group of Cheshire Fire Authority members and officers delivering Cheshire Fire and Rescue Service's Safety Centre.

Note: This role was agreed by the Sounding Board.

## **PENSION BOARD – FIREFIGHTERS' PENSION SCHEMES TERMS OF REFERENCE AND ASSOCIATED RULES**

### **RESPONSIBILITIES**

- 3.92 The Pension Board will assist the Scheme Manager (the Fire Authority) to:
- (a) Secure compliance with:-
    - (i) The Firefighters' Pension Scheme (England) Regulations 2014 – which create the Firefighters' Pension Scheme 2015 (the 2015 Scheme)

- (ii) Any other legislation relating to the governance and administration of the 2015 Scheme and any connected scheme, and
  - (iii) Any requirements imposed by the Pensions Regulator in relation to the 2015 Scheme and any connected scheme; and
- (b) Ensure the effective and efficient governance and administration of the 2015 Scheme and any connected scheme.

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## **Political Proportionality Rules and Calculations**

1. The following table shows the percentages used in producing the calculations which appear later in this document:

	Seats on Fire Authority	Percentage of Seats on Fire Authority (%)
Conservative Group	8	34.78
Labour Group	14	60.87
Independent Member	1	4.35
Total	23	100.00

NB: Independent Member not entitled to any seats on committees etc.

2. The Principles in Section 15 of the Local Government and Housing Act 1989 concerned with the 'duty to allocate seats to political groups' that need to be followed as far as reasonably practicable are:

Principle (a) that not all the seats on the body are allocated to the same political group;

Principle (b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;

Principle (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and

Principle (d) subject to paragraphs (a) to (c) above, that the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

3. We can ignore Principle (a) as no allocations below contravene that Principle.

4. The table below presents a scenario where the majority Labour group is simply allocated the majority of seats on each body. This complies with Principle (b).

<b>PRINCIPLE (b)</b>							
<b>MAJORITY OF SEATS INITIALLY ALLOCATED TO THE MAJORITY LABOUR GROUP</b>							
<b>BALANCE OF SEATS ALLOCATED TO CONSERVATIVE GROUP</b>							
		No of seats allocated on Policy Committee <b>(10 Seats)</b>	No of seats allocated on Performance and Overview Committee <b>(7 Seats)</b>	No of seats allocated on Pay and Performance Committee <b>(7 Seats)</b>	No of seats allocated on Governance and Constitution Committee <b>(6 Seats)</b>	No of seats allocated on Joint Consultative Committee <b>(4 Seats)</b>	Total no of seats allocated
Conservative	Balance of seats on each body	<b>4</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>13</b>
Labour	Majority of seats on each body	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>21</b>
Totals		<b>10</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>4</b>	<b>34</b>

5. The table below shows the allocation taking into account the total number of available seats on all bodies set against the political proportions of the Fire Authority. This complies with Principle (c). It leaves one 'spare' unallocated seat.

<b>PRINCIPLE (c)</b>			
<b>THIS SHOWS THE OVERALL NUMBER OF SEATS ON ALL BODIES ALLOCATED USING THE POLITICAL PROPORTIONS OF THE FIRE AUTHORITY</b>			
<b>APPLYING ROUNDING UP TO FIGURES 0.5 AND ABOVE</b>			
Political Group	%	Calculation – Proportion of 34 Seats	Total
Conservative	34.78	11.82	12
Labour	60.87	20.69	21
Totals	95.65	32.51	33



6. The table below applies the political proportions of the Fire Authority to each individual body.

<b>PRINCIPLE (d)</b>							
<b>SEATS ALLOCATED ON THE INDIVIDUAL BODIES USING THE POLITICAL PROPORTIONS OF THE FIRE AUTHORITY</b>							
<b>APPLYING ROUNDING UP TO FIGURES 0.5 AND OVER AND ROUNDING DOWN IF BELOW 0.5</b>							
<b>APPLYING ROUNDING UP TO HIGHEST OF FIGURES BELOW 0.5 IF BOTH ARE BELOW 0.5</b>							
		No of seats allocated on Policy Committee  <b>(10 Seats)</b>	No of seats allocated on Performance and Overview Committee  <b>(7 Seats)</b>	No of seats allocated on Pay and Performance Committee  <b>(7 Seats)</b>	No of seats allocated on Governance and Constitution Committee  <b>(6 Seats)</b>	No of seats allocated on Joint Consultative Committee  <b>(4 Seats)</b>	Total no of seats allocated
Conservative	%	34.78	34.78	34.78	34.78	34.78	
	Calc	3.48	2.43	2.43	2.09	1.39	
	Rounded	4	3	3	2	1	13
Labour	%	60.87	60.87	60.87	60.87	60.87	
	Calc	6.09	4.26	4.26	3.65	2.43	
	Rounded	6	4	4	4	3	21
Total		10	7	7	6	4	34

7. Taking into account the above Principles, it would appear that seats should be allocated as follows.

	Policy	Perf and Overview	Pay and Performance	Governance and Constitution	Joint Consultative Committee	Total
CONSERVATIVE	4	3	3	2	1	13
LABOUR	6	4	4	4	3	21
TOTAL	10	7	7	6	4	34

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## APPOINTMENTS TO COMMITTEES, BOARDS AND GROUPS FOR 2015-16

### BODIES COVERED BY POLITICAL PROPORTIONALITY RULES

#### POLICY COMMITTEE – 10 Members

The Membership of the Committee must include the Fire Authority Chair and Deputy Chair who are appointed as Chair and Deputy Chair of the Policy Committee.

**NB: Members must not be Members of Performance and Overview Committee**

Chair: Chair of Fire Authority Deputy Chair: Deputy Chair of Fire Authority

CONSERVATIVE (4)	LABOUR (6)

#### Substitute Members for Policy Committee

CONSERVATIVE	LABOUR

#### PERFORMANCE AND OVERVIEW COMMITTEE – 7 Members and 1 Independent (non-elected) member NB: Members must not be Members of Policy Committee

Chair: Deputy Chair:

CONSERVATIVE (3)	LABOUR (4)	Independent member
		Non-elected individual

#### Substitute Members for Performance and Overview Committee

CONSERVATIVE	LABOUR

#### GOVERNANCE AND CONSTITUTION COMMITTEE – 6 Members and 2 Independent (non-elected) members

Chair: Deputy Chair:

CONSERVATIVE (2)	LABOUR (4)	Independent members
		Non-elected individual
		Non-elected individual

#### Substitute Members for Governance and Constitution Committee

CONSERVATIVE	LABOUR

**BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE – 7 Members**

It is the usual convention that the Committee includes the Fire Authority Chair, Deputy Chair, and Group spokesperson(s).

**Chair:** **Deputy Chair:**

<b>CONSERVATIVE (3)</b>	<b>LABOUR (4)</b>

**Substitute Members for Brigade Manager's Pay & Performance Committee**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**JOINT CONSULTATIVE COMMITTEE – 4 Members**

**NB: Members must not be Members of Policy Committee**

**Chair:** **Deputy Chair:**

<b>CONSERVATIVE (1)</b>	<b>LABOUR (3)</b>

**Substitute Members for Joint Consultative Committee**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**BODIES NOT COVERED BY POLITICAL PROPORTIONALITY RULES**

**MEMBER TRAINING AND DEVELOPMENT GROUP – 4 Members and 1 Independent (non-elected) member**

**Chair:**

<b>CONSERVATIVE (2)</b>	<b>LABOUR (2)</b>	<b>Independent member</b>
		Non-elected individual

**RISK MANAGEMENT BOARD – 2 Members (drawn from Policy Committee)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**PHOENIX BOXING CLUB BOARD – 2 Members (from Warrington Members)**

Members	Substitute Members

**HEALTHY HEART RUNCORN TRAINING GYM BOARD – 1 Member (from Halton Members)**

Member

**SAFETY CENTRE MEMBERS SOUNDING BOARD**

Members

**PENSION BOARD – 1 Member**

Member
Member Champion for Pensions

## **BODIES WHERE NO APPOINTMENTS ARE REQUIRED**

### **CLOSURE OF ACCOUNTS COMMITTEE**

The Policy Committee sits as the Closure of Accounts Committee and meets once a year to close the Authority's accounts.

### **STAFFING COMMITTEE – 4 Members**

The Staffing Committee consists of four Members drawn from the Brigade Managers' Pay and Performance Committee and, wherever possible the committee must be convened in political proportion.

### **BUSINESS CONTINUITY COMMITTEE**

The membership of the Business Continuity Committee comprises the Chair, Deputy Chair Group Spokesperson(s) and Lead Member(s). The Committee meets on an ad-hoc basis, as required.

### **UNITARY PERFORMANCE MANAGEMENT GROUPS**

The Unitary Performance Groups are the performance delivery groups in each of the Unitary Performance Areas and are chaired by the local Unitary Performance Manager, and attended by the local Members for that area.

## **OUTSIDE BODIES – INFORMATION**

### **REGIONAL APPOINTMENTS – NORTH WEST**

#### **(A) NORTH WEST FIRE FORUM**

This forum oversees collaborative work being undertaken by the fire and rescue services in the North West.

**NB: 3 representatives only - Chair, Deputy Chair and Leader of Main Opposition**

<b>Members</b>
Chair of Fire Authority
Deputy Chair of the Fire Authority
Leader of Main Opposition

#### **(B) NW FIRE CONTROL LTD – BOARD OF DIRECTORS**

This Company is jointly owned by the Authority and Cumbria County Council, Greater Manchester Fire and Rescue Authority and Lancashire Combined Fire Authority. It is responsible for the provision of call handling and mobilising services to the Authorities. It has a Board of Directors and each Authority is able to appoint two of its Members to the Board.

**NB: 2 representatives only - Chair + 1**

<b>Members</b>
Chair of the Fire Authority

### **REGIONAL APPOINTMENTS – OTHER**

#### **(C) LOCAL GOVERNMENT ASSOCIATION (LGA) - FIRE COMMISSION**

The Fire Commission provides a focus for the needs and concerns of fire authorities. All Fire and Rescue Services with full or corporate membership have the right to nominate a representative to this forum. At Cheshire this is usually the Chair of the Authority. Additional Members from Fire Authorities are appointed as necessary by the political groups to ensure political balance. The Commission meets quarterly and is an opportunity for Members to network and share information and ideas. The Commission is subject to the Constitution and Standing Orders of the Local Government Association.

<b>Member</b>
Chair of Fire Authority

#### **(D) SAFER CHESHIRE EAST PARTNERSHIP**

Safer Cheshire East Partnership is a statutory requirement under the Crime and Disorder Act 1998 and Cheshire Fire Authority is a statutory partner. The Fire Authority is represented by a Senior Officer and a (Cheshire East) Fire Authority Member is also appointed by the Fire Authority. The partnership meets on a 6-monthly basis and its key priorities include crime prevention, anti-social behaviour, preventing offending, road safety and domestic abuse.

<b>Member</b>

#### **(E) SUB-REGIONAL PUBLIC LEADERSHIP BOARD**

The Board provides strategic direction and focus on sub-regional matters for any sub-regional commissions, working groups, sub-committees, project steering groups or task and finish groups established to develop and implement sub-regional strategy. The Board comprises of elected Leaders of Cheshire East Council, Cheshire West and Chester Council and Warrington Borough Council, the Chairs of the Cheshire Police Authority and Cheshire Fire Authority, the Chair of Cheshire and Warrington Local Enterprise Partnership and the Chair of the Cheshire, Warrington & Wirral PCT Cluster. In addition the Leader of Halton Borough Council has membership of the Board in an Associate Capacity.

<b>Member</b>
Chair of the Fire Authority



**MEMBER CHAMPION ROLES**

**KEY MEMBER REPRESENTATION ON OTHER GROUPS – Non political – aligned to skills and interests**

<b>Equality and Diversity</b> Sits on Equality Task Group	
<b>Health and Safety</b> Sits on Health and Safety Committee	
<b>Information and ICT</b> Sits on ICT Steering Group	

**ADDITIONAL MEMBER CHAMPIONS – Non political - aligned to skills and interests**

<b>Environment</b>	
<b>Procurement</b>	
<b>Finance</b> (Note : 2 appointments were made to this position in 2015/16)	
<b>Older People</b>	
<b>Young People</b>	
<b>Performance Management</b>	
<b>Commercial/Business Risk Reduction</b>	
<b>Industrial Relations (JCC Chair)</b>	
<b>Road Safety</b>	
<b>Pensions (Pension Board Chair)</b>	
<b>Sprinklers</b>	

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**TIMETABLE OF MEETINGS FOR THE MUNICIPAL YEAR 2016/17**

<b>Cheshire Fire Authority</b>	<b>Policy Committee</b>	<b>Governance and Constitution Committee</b>	<b>Performance and Overview Committee</b>
<b>Wednesdays - 10.30am</b>	<b>Wednesdays - 10.00am</b>	<b>Wednesdays - 10.00am</b>	<b>Wednesdays - 10.00am</b>
<b>15 June 2016 (annual meeting)</b>	<b>22 June 2016</b>	<b>6 July 2016</b>	<b>24 August 2016</b>
<b>21 September 2016 (sign-off – final accounts and Annual report) (IRMP Consultation)</b>	<b>14 September 2016</b>	<b>5 October 2016</b>	
<b>7 December 2016 (Consider outline budget)</b>	<b>23 November 2016</b>	<b>14 December 2016</b>	<b>16 November 2016</b>
<b>15 February 2017 (Approve final budget and IRMP sign-off)</b>	<b>25 January 2017 (Draft Budget)</b>	<b>8 February 2017</b>	<b>1 March 2017</b>
<b>26 April 2017</b>		<b>12 April 2017</b>	<b>19 April 2017</b>

## Annex 6

### ADDITIONAL MEMBER MEETINGS

**Members Planning Days:** Friday 24 June 2016  
Friday 8 July 2016  
Friday 9 September 2016  
Friday 11 November 2016  
Friday 13 January 2017

**Closure of Accounts:** (pm) Wednesday 22 June 2016

**Risk Management Board:** 10am – 12pm: Tuesday 12 July 2016 (Officers)  
Tuesday 18 October 2016 (Members & Officers)  
Tuesday 17 January 2017 (Officers)  
Tuesday 28 March 2017 (Members & Officers)

**Member Training and Development Group:** 10.30am- 12noon: Tuesday 5 July 2016  
Tuesday 4 October 2016  
Tuesday 13 December 2016  
Tuesday 21 March 2017

**Brigade Manager's Pay & Performance Committee:** 1.30pm – 5pm: Wednesday 9 November 2016  
2pm – 5pm: Tuesday 10 January 2017  
10am – 1pm: Wednesday 29 March 2017

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
Fire Authority  
15 June 2016

### FINANCIAL REGULATIONS

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<u>Income Collection</u>	10.84-10.87
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<u>Insurance</u>	10.89-10.90
<u>Third Party Funds</u>	10.91-10.95
<u>Internal Audit</u>	10.96-10.97
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#### APPENDIX 1 – Responsibility Matrix

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
Fire Authority  
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### Purpose

- 10.1 The Financial Regulations (the Regulations) set out in this document define the roles and responsibilities of the officers and Members of Cheshire Fire Authority (the Authority) in relation to financial matters.
- 10.2 The basic principle which underpins these regulations is that responsibility is delegated to an appropriate officer, within systems which the Authority, the Chief Fire Officer and Chief Executive and the Head of Finance feel are suitably controlled. Internal Audit and other reports help them form their judgement on the adequacy of control mechanisms.
- 10.3 Managers must provide effective induction and training to enable staff to understand these Regulations and deal appropriately with financial matters.
- 10.4 There may be circumstances where an officer feels unable to comply with the Regulations. Before the officer proceeds with an action which does not comply with the Regulations, he/she must seek guidance from the Head of Finance. Member approval may be required.
- 10.5 The Regulations will be reviewed by the Chief Fire Officer and Chief Executive and the Head of Finance annually and by Members at least every three years. Minor changes will be made to these Regulations to reflect new risk or changing circumstances with the agreement of the Chief Fire Officer and Chief Executive and Head of Finance.

### Roles and Responsibilities

- 10.6 The respective roles and responsibilities, in relation to financial matters, of the Authority, the Chief Fire Officer and Chief Executive, the Head of Finance (who is Section 151 Officer), the Monitoring Officer and Heads of Departments are contained in the table which forms Appendix 1.
- 10.7 Members approve the revenue budget, the council tax precept, the annual capital programme and the statutory accounts, and receive quarterly reports on the Authority's budgetary position.
- 10.8 ~~The Authority has in place a Budget Management Board, chaired by the Chief Fire Officer and with the same membership as Service Management Team, which meets monthly each year, consider financial matters.~~  
The Head of Finance regularly reports financial matters to the Authority's Service Management Team, (SMT), which is chaired by the Chief Fire Officer and Chief Executive, and which meets every two months.

### Revenue Budgets

#### Approval of the revenue budget

10.9 The revenue budget and council tax precept are approved by the Authority in February each year for the following financial year.

#### Virement of revenue budgets

10.10 Virement is the transfer of budget in order to prevent overspends or to accommodate changes in activity.

10.11 If, in the opinion of the Chief Fire Officer and Chief Executive and Head of Finance any virement would result in a significant change to Authority policy it must be approved by the Authority.

10.12 Any virement of more than £50k must be approved by the Authority.

10.13 Any virement of less than £50k must be approved ~~by Budget Management Board~~ the Chief Fire Officer and Chief Executive.

10.14 Performance and Overview Committee receive quarterly financial reports which include temporary virements of revenue budgets. This enables the Authority to revise its budget in year as it goes along. All such virements are reversed at year end and any necessary changes to the base budget would form part of the formal budget approval agreed by the Authority.

#### Dealing with overspending of revenue budgets

10.15 All Heads of Department must regularly scrutinise their budgets and seek to avoid overspends wherever possible.

10.16 Where a revenue overspend is projected, the following process will apply. Where this process involves the virement of budget (in boxes 1 to 3 below), then the rules in paragraphs 10.12 and 10.13 will apply.

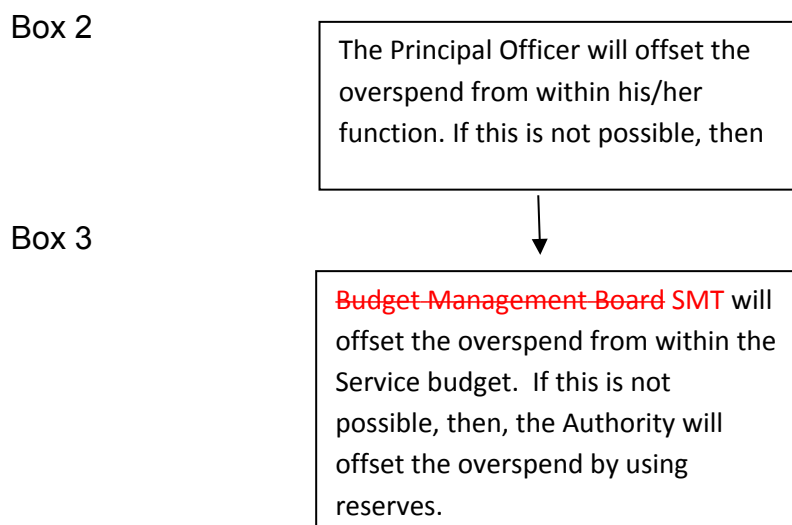
Box 1

The Head of Department will offset the overspend from within the departmental budget. If this is not possible, then



## SECTION 10 – FINANCIAL REGULATIONS

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10.17 The treatment of any year end overspends and underspends will be determined by the Authority.

### Reserves

10.18 The Chief Fire Officer and Chief Executive and the Head of Finance will advise the Authority on prudent levels of reserves.

10.19 The Authority holds two categories of reserves as set out by the Code of Practice on Local Authority Accounting:

- Usable - these are available to meet future expenditure demands. They consist of the General Fund and earmarked reserves.
- Unusable – these are prescribed in accounting regulations and do not impact directly upon the Medium Term Financial Plan, budget, or precept setting decisions.

10.20 The Authority will hold usable reserves for the following three main purposes:

- As a contingency to cushion the impact of unexpected events or emergencies (the General Fund);
- As a means of meeting known or predicted liabilities (earmarked reserves);
- As a means of smoothing expenditure as part of the medium term financial strategy (earmarked reserves).

10.21 The need for any new reserve and the movement on existing reserves will be reported to Performance and Overview Committee as part of the regular quarterly reporting process.



## SECTION 10 – FINANCIAL REGULATIONS

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10.22 For each reserve the Authority will set out:

- The purpose of the reserve;
- How and when the reserve can be used;
- A process and timescale for review of the reserve to ensure its continuing relevance and adequacy.

10.23 The Head of Finance will provide the Authority with an annual statement on the adequacy of reserves at the meeting at which the annual budget is approved.

### Capital

10.24 In order to qualify as capital, expenditure must satisfy the following criteria:

- Be in excess of £10k
- Create an asset which has benefits which last for more than one year
- Comply with guidance in the appropriate CIPFA code

10.25 Where a capital scheme is estimated to be overspent, if the overspend is estimated to be 10% or more than ~~£50k–£100k~~, whichever is the lower (with a **deminimus of £10k**), then approval to fund the overspend must be sought from **the Authority or** Policy Committee.

10.26 Where the overspend is estimated to be less than 10% and less than ~~£50k–£100k~~, **Budget Management Board-SMT** will consider the overspend in the context of the overall programme, and if the overspend is unavoidable will either **utilise the capital contingency**, vire budget from an existing scheme or fund the overspend by contribution from the revenue budget or from reserves.

10.27 Income which is the result of disposing of an asset and which is greater than £10k will be considered as a capital receipt. All other income will be treated as revenue. Paragraph 10.44 deals with the procedure for disposing of assets.

~~Where a capital scheme or part of a capital scheme is subject to work which is tendered, and the tender comes in at more than 10% or £50k, whichever is the lower, below the tender estimate, then the budget will be adjusted to reflect the actual tender figure rather than the estimate.~~

10.28 The Chief Fire Officer and Chief Executive and Head of Finance may jointly increase the amount of the Capital Programme by a maximum of £100k per annum, providing that any increase is for a new scheme(s), and the Head of Finance is satisfied with the funding arrangements.

## SECTION 10 – FINANCIAL REGULATIONS

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10.29 An increase approved by the Chief Fire Officer and Chief Executive and Head of Finance will be reported to Performance and Overview Committee at the earliest opportunity.

### **Assets**

#### **Land and Buildings**

10.30 Proposals for the acquisition or sale of land or buildings must be fully appraised and may only be approved by the Authority. Proposals to enter into a lease with a term of 5 years or more will also require Authority approval.

10.31 Sales of land and/or buildings and the surrender of a lease with a term of five years or more will require Authority approval.

#### **Management of assets**

10.32 The ~~Assistant Chief Fire Officer-Head of Facilities~~ will maintain an Asset Management Strategy.

10.33 Any manager who has responsibility for managing and/or operating Authority assets will make proper arrangements to ensure that assets are held securely and properly maintained.

10.34 Assets may only be used in accordance with relevant service policy, and any procedures relating to the use of assets must be followed.

10.35 Managers with responsibility for managing assets must ensure that where necessary assets have the appropriate licence and are covered by insurance.

10.36 All assets (as defined within the Asset Management Strategy) must be included on an inventory, in a form determined by the Head of Operational Policy and Assurance.

#### **Stock**

10.37 Stock is defined as a supply of items constantly required and held in stores.

10.38 The Authority maintains a central stores, and, wherever possible, all stock should be held in the stores.

10.39 Where small amounts of stock are held locally they will be subject to procedures as agreed by the Head of Service Delivery and the Head of Procurement.

## SECTION 10 – FINANCIAL REGULATIONS

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10.40 Stock checks will be carried out wherever stock is held in a form determined by the Head of Procurement and the Head of Finance, in accordance with timescales agreed by them.

### **Write off of assets**

10.41 Assets, including stock, up to the value of £5k may only be written off with the approval of the Head of Finance.

10.42 Assets, including stock, with a value between £5k and £10k may only be written off with the approval of the Chief Fire Officer and Chief Executive.

10.43 Assets, including stock, with a value greater than £10k may only be written off with the approval of the Policy Committee.

### **Disposal of Assets**

10.44 The disposal of assets other than land and buildings (see paragraph 10.31 above) will be in accordance with procedures agreed by the Head of Procurement and the Head of Finance.

## **Procuring Goods and Services**

### **Ordering goods and services**

10.45 Only goods and services relating to official Authority business may be procured.

10.46 The Scheme of Financial Delegation will include authorised limits for individual officers in relation to the ordering of goods and services.

10.47 Official orders must be raised for all goods and services except for rent, business rates, Council Tax, public utility services and petty cash purchases, except with the prior agreement of the Head of Procurement and the Head of Finance.

10.48 Orders must be made using the official Authority procurement system as determined by the Head of Procurement and the Head of Finance.

10.49 Oral orders may only be made in cases of urgency and with the prior approval of the Head of Procurement and the Head of Finance; all such oral orders must be confirmed by hard copy, but care must be taken not to create duplicate orders.

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### Quotations and tenders

- 10.50 All purchases expected to cost between £500 and £5k must be subject to three verbal quotations, and a record of such quotations must be maintained by the officer raising the order.
- 10.51 For purchases expected to cost between £5k and £50k, three written formal quotations must be obtained by the Procurement team.
- 10.52 For purchases expected to cost more than £50k, a below EU threshold competitive contract notice will be issued via the tendering portal by the Procurement Team.
- 10.53 Where the purchase is expected to exceed the Official Journal of the European Union (OJEU) threshold, the Head of Procurement must ensure compliance with the tendering process as prescribed by the appropriate European Community Procurement Directive.
- 10.54 Tendering processes are managed by the Head of Procurement using a secure e-tendering system with agreed rules of access, which controls and records activity and automates elements of the procurement.
- 10.55 The Member Champion for Procurement has access to the e-tendering system, and can at his/her discretion examine any part of the tender process he/she wishes to, and examine the transactional details of any individual procurement.
- 10.56 If any error is identified in a tender, the tenderer will be asked to correct the tender before the tender award is decided; in the case of building or civil engineering works, errors will be dealt with in accordance with the rules laid down by the Institute of Civil Engineering or the National Joint Consultative Committee for Building Codes of Single Stage Selective Tendering, as appropriate.
- 10.57 Tenderers must not be permitted to adjust their tenders after receipt other than in accordance with paragraph 10.56.
- 10.58 The determination of the successful tenderer will be in accordance with the approved evaluation model as settled by the Head of Procurement and typically using the principle of Most Economically Advantageous Tender.
- 10.59 A formal award must be made to the tenderer in writing. All works must be the subject of an official order and subject to a formal contract executed on behalf of the Authority by the Monitoring Officer.
- 10.60 Contracts may only be varied or extended in accordance with the terms contained within the contract and with the approval of the Monitoring Officer.

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
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10.61 Where goods or services are procured using a public buying organisation framework (for example Government Procurement Services), a further competition will normally be undertaken to evidence value for money. However, on occasion and at the discretion of the Monitoring Officer and Head of Procurement a direct award can be made (if the framework rules permit and in all of the circumstances this course of action is justified).

10.62 Exceptionally, quotations or tenders are not required where the purchase is:

- From a public auction with the prior approval of the Head of Finance
- Of such a unique nature that in the opinion of the Head of Procurement and Head of Finance it can only be acquired from a single supplier (requests for approval should be submitted in a form as determined by the Head of Procurement).
- in response to an emergency with the approval of the Chief Fire Officer and Chief Executive and Head of Finance

### **Payments to creditors**

10.63 The Head of Finance is responsible for the payment of creditors.

10.64 Heads of Departments must ensure that adequate separation of duties operates in all areas of procurement and purchasing. Guidance on this may be sought from the Head of Finance.

10.65 The work flow for approving payment will be in accordance with systems approved by the Head of Finance.

### **Imprest accounts**

10.66 Imprest accounts are sums made available in the form of bank current accounts and petty cash from which officers may make purchases of less than £50.

10.67 All expenditure paid through imprest accounts must be supported by receipts, except with the prior approval of the Head of Finance, and records must be maintained in a form agreed by the Head of Finance.

10.68 Imprest accounts are Authority funds and must only be used for official business.

10.69 Imprest accounts may only be opened with the approval of the Head of Finance.

10.70 Each imprest account will have a nominated holder.

## **SECTION 10 – FINANCIAL REGULATIONS**

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- 10.71 All imprest accounts must be reconciled monthly and certified by the imprest account holder.
- 10.72 Imprest accounts will be for minor items of expenditure only, and no salaries, wages, allowances or mileage expenses may be paid out of imprest accounts.
- 10.73 No income may be paid into imprest accounts.
- 10.74 Claims for reimbursement of imprest accounts must be completed in accordance with guidelines and in a form agreed by the Head of Finance.

### **Payroll and pensions**

- 10.75 The Head of People and Development is responsible for instructing the payroll and pension contractors and for providing accurate and timely information to enable the contractors to pay salaries, wages, mileage, other expenses and pensions. He/she will ensure that the amounts deducted from employees' salaries are paid to the appropriate body within agreed timescales.
- 10.76 The Head of People and Development will determine the format in which information is transmitted to the payroll and pension contractors.
- 10.77 The Head of People and Development is responsible for ensuring that all information transmitted to the payroll and pension contractors is suitably authorised and reconciled.

### **Cash and bank**

- 10.78 The Authority will appoint bankers, and approve the terms under which banking services are delivered.
- 10.79 All bank accounts will include "Cheshire Fire Authority" in the title.
- 10.80 No arrangement of any kind with any banking service may be made without the approval of the Head of Finance.
- 10.81 All payments or transfers from any Authority bank account will be approved by an appropriate officer in accordance with the Financial Scheme of Delegation.
- 10.82 All income will be received, stored, banked and accounted for in accordance with procedures approved by the Head of Finance.
- 10.83 Cash kept at any Authority premises will be held securely, and the amount held must not exceed limits agreed by the Head of Finance.

## **SECTION 10 – FINANCIAL REGULATIONS**

Appendix to Item 1Q  
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### **Income collection**

- 10.84 Any officer of the Authority who is arranging for payment for any Authority service must inform the Finance Team, in a form to be agreed by the Head of Finance, to ensure that all income is properly recognised and collected.
- 10.85 Only official receipts will be issued.
- 10.86 Cash will be stored separate from any personal monies and be banked as soon as reasonably possible.
- 10.87 No payment for any purpose may be made out of income received.

### **Debtors**

- 10.88 The Head of Finance will maintain a debtors policy, and every effort should be made to collect income due in line with this policy. Where this proves not to be possible, debts up to £5k may be written off with the approval of the Head of Finance, those between £5 and £10k with the approval of the Chief Fire Officer and Chief Executive and those above £10k with the approval of the Policy Committee.

### **Insurance**

- 10.89 The Authority will have in place protection policies commensurate with risk, as agreed by the Chief Fire Officer and Chief Executive.
- 10.90 Any excesses on policies will be agreed by the Chief Fire Officer and Chief Executive and the Head of Finance.

### **Third Party Funds**

- 10.91 Third Party Funds are funds controlled by Fire Authority staff but which belong to other organisations.
- 10.92 In general, the Authority should seek not to hold Third Party Funds due to the obligations and resourcing implications they bring.
- 10.93 The approval of the Chief Fire Officer and Chief Executive and the Head of Finance must be obtained before the Authority assumes any responsibility for Third Party Funds.
- 10.94 The Head of Finance will make suitable banking arrangements for Third Party Funds.

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
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10.95 Officers managing Third Party Funds must keep records in a format agreed by the Head of Finance.

### Internal Audit

10.96 The Chief Fire Officer and Chief Executive must ensure that an independent internal audit service operates within the Authority, carrying out audits in accordance with a risk based programme.

10.97 Internal audit will have full access to all premises, assets and records and Authority staff will provide internal audit with all information, explanations and records which they require.

### Fraud and irregularity

10.98 If any officer has suspicion that there has been any fraud or irregularity of any sort, including bribery, within the Authority, he/she must inform his/her line manager immediately (or grandparent line manager if necessary). **If he/she does not feel able to do this, the Authority's Code of Conduct includes a Whistle Blowing Policy, which he/she may utilise.**

10.99 The Chief Fire Officer and Chief Executive and the Head of Finance **must be informed immediately of any allegation of fraud or irregularity**

10.100 Senior officers are required to be familiar with the Anti-Fraud and Bribery Policies. They should make other staff aware of the existence of the policies and who to contact if they have concerns relating to fraud or irregularity.

### Joint arrangements and partnerships

10.101 Formal joint arrangements and partnerships of any kind must (at the very least) be approved by the Chief Fire Officer and Chief Executive, Monitoring Officer and Head of Finance, and will be the subject of a business case.

10.102 Significant joint arrangements and partnerships must be approved by Policy Committee. **Significant here means not just financial but also involves issues such as the period of commitment and the potential effect on the reputation of the Authority. In determining what is and is not significant, consideration must be given to risks attached to the joint arrangement or partnership, for example the period of commitment and any reputational risk.**

10.103 In all cases, it is the responsibility of the Chief Fire Officer and Chief Executive, Monitoring Officer and Head of Finance to ensure that any arrangement is subject to appropriate levels of governance and stewardship.



## **SECTION 10 – FINANCIAL REGULATIONS**

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### **Donations, grants to other bodies, and contributions**

- 10.104 Any donation, grant to another body or contribution must be approved by the Chief Fire Officer and Chief Executive, Monitoring Officer and Head of Finance.
- 10.105 If any donation, grant or contribution exceeds £20k it must be approved by the Authority.

### **Sponsorship**

- 10.106 Sponsorship is defined as the voluntary provision or donation of funds, goods or services to the Authority by an external body.
- 10.107 All offers of sponsorship must be considered in the context of the integrity of the Service, and must not involve, or imply, any warranty or guarantee of a sponsor's products or reputation.
- 10.108 All offers of sponsorship must be considered by the Chief Fire Officer and Chief Executive, Monitoring Officer and Head of Finance. They may wish to refer any offer to the Authority if they feel the nature of the sponsorship warrants it, and must do so where the offer is judged to exceed £20,000.

### **Risk Management**

- 10.109 The Chief Fire Officer and Chief Executive will ensure that a suitable process is in place for the management of risk in the Authority.

The attached Appendix outlines the responsibilities contained in these regulations in tabular form.

**SECTION 10 – FINANCIAL REGULATIONS**

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<b>APPENDIX 1</b>							
<b>Responsibility Matrix</b>							
<b>Activity</b>	<b>FA</b>	<b>P&amp;O</b>	<b>CFO</b>	<b>HOF</b>	<b>MO</b>	<b>HOPD</b>	<b>HOD</b>
<b>Strategic activity</b>							
Approve the Financial regulations	x						
Make strategic financial decisions	x						
Prepare the Medium Term Financial Plan (MTFP) and Integrated Risk Management Plan (IRMP)			x(IRMP)	x(MTFP)			
Approve the MTFP and IRMP	x						
<b>Revenue and Capital Budgeting</b>							
Ensure that any Revenue or Capital budget bids considered significant by the HOF are fully costed and completed using the Authority's Business Case template							x
Prepare the draft Revenue Budget and Capital Programme(Budget) and calculate the draft Council Tax precept				x			
Report on the robustness of the estimates used in the budget, and the adequacy of the Authority's reserves for which the budget provides as part of the budget approval process				x			
Monitor and review the Authority's Reserves Policy				x			

## SECTION 10 – FINANCIAL REGULATIONS

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Activity	FA	P&O	CFO	HOF	MO	HOPD	HOD
Approve the Revenue Budget, Capital Programme and Council Tax Precept	x						
Consider any additional items of expenditure which would lead to new or significant variation in policy.	x						
<b>Delegation of and management of revenue and capital budgets</b>							
Maintain a scheme of Financial Delegation which includes limits to individual officers' approval, and ensures that all revenue and capital budgets are allocated to a HOD. Budget delegation below HOD will be at HOD discretion, but the HOD will retain responsibility for the budget.			x	x			
Ensure appropriate delegation of budget management takes place, and ensure budget managers have regular reports to help them effectively manage budgets.				x			
Plan to spend budgets in accordance with the Authority's objectives and effectively control the spending within budget.							x
Provide timely and accurate financial monitoring information				x			
Regularly monitor budgets and consider how to deal with any variances							x
Report financial performance to Members at least quarterly				x			
Consider performance against the budget and capital programme regularly	x	x					

**SECTION 10 – FINANCIAL REGULATIONS**

Appendix to Item 1Q  
Fire Authority  
15 June 2016

Activity	FA	P&O	CFO	HOF	MO	HOPD	HOD
<b>Statutory Accounts</b>							
Prepare the statutory accounts of the Authority (including certifying the draft accounts by the end of the June following the year end)				x			
Approve the statutory accounts by the end of September following the year end	x						
<b>Treasury Management</b>							
Appoint the Authority's bankers	x						
Ensure that adequate Treasury Management practices are in place, including arranging any necessary loans or investments in accordance with Cash Flow forecasts				x			
Prepare and manage the annual Treasury Management Strategy including approval of and monitoring of Prudential Indicators				x			
Approve the annual Treasury Management Strategy	x						
<b>Financial management and control</b>							
Ensure that SMT consider all appropriate financial matters.			x				
Offer advice on all financial matters				x			

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
Fire Authority  
15 June 2016

Activity	FA	P&O	CFO	HOF	MO	HOPD	HOD
Ensure the provision of financial services including the payment of invoices, financial information, imprest accounts, and the collection of income				x			
Ensure the provision a payroll and pensions service						x	
Ensure suitable financial and control systems are in place, including financial procedures			x	x			
Ensure assets are properly managed			x	x			
Ensure tendering procedures are in place and followed			x	x			
Ensure that all financial transactions pass through the Authority's financial system.							x
If requested, provide the Chief Fire Officer and Chief Executive, Head of Finance, and External or Internal Auditor with access to any document or record under their control.							x
Ensure that all officers who are responsible for any financial activity receive appropriate induction and training				x			x
Ensure that that Joint Arrangements and partnerships are properly managed.			x	x	x		
Approve offers of sponsorship and refer to FA if necessary			x	x	x		
Ensure a suitable Risk Management process is in place			x				

## SECTION 10 – FINANCIAL REGULATIONS

Appendix to Item 1Q  
Fire Authority  
15 June 2016

Activity	FA	P&O	CFO	HOF	MO	HOPD	HOD
Ensure that the Authority has appropriate Insurance arrangements in place.			x				
<b>Statutory functions</b>							
Ensure that the Authority meets its statutory and regulatory requirements (which includes the Accounts and Audit regulations; the Local Authority Accounting Code of Practice; the Code of Practice for Treasury Management; and the Internal Audit Code of Practice)	x		x (advisory)				
Fulfil the responsibilities of a Chief Finance Officer under Section 151 of the Local Government Act 1972, and act as Treasurer to the Authority				x			
Fulfil the duties of a Chief Finance Officer under Section 114 of the Local Government Act 1988				x			
Appoint a deputy Section 151 Officer			x	x			
Maintain an effective internal audit function			x				
	<b>Key</b>		<b>FA</b>	<b>Fire Authority</b>			
			<b>CFO</b>	<b>Chief Fire Officer and Chief Executive</b>			
			<b>HOF</b>	<b>Head of Finance</b>			
			<b>MO</b>	<b>Monitoring Officer</b>			
			<b>HOPD</b>	<b>Head of People and Development</b>			
			<b>HOD</b>	<b>Head of Department</b>			
			<b>P&amp;O</b>	<b>Performance and Overview Committee</b>			

## CHESHIRE FIRE AUTHORITY

ITEM: 2

MEETING OF : FIRE AUTHORITY  
DATE : 15<sup>th</sup> JUNE 2016  
REPORT OF : HEAD OF LEGAL AND DEMOCRATIC SERVICES  
AUTHOR : ANDREW LEADBETTER

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SUBJECT : BLUE LIGHT COLLABORATION –  
DRAFT PEOPLE STRATEGY

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### Purpose of Report

1. To allow Members to consider the draft Blue Light Collaboration (BLC) People Strategy with a view to approving it.

### Recommended that Members

- [1] Note the content of the report; and
- [2] Approve the People Strategy.

### Background

2. The Fire Authority decided that it wished to approve key documents associated with BLC. The People Strategy is a key document which has been the subject of protracted discussions between fire and police staff.
3. Policy Committee considered the draft People Strategy at its meeting on 29<sup>th</sup> April 2016 and recommended its approval.

### Information

4. The draft People Strategy is attached to this report as Appendix 1.
5. Section 2, Principles of the draft People Strategy, contains some important commitments, e.g. to ensure the risk of compulsory redundancies is minimised; to ensure that the approach used to effect change of employer from fire to police is transparent, equitable and fair; and to comply with the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).
6. Section 3 of the draft People Strategy provides brief descriptions of important terms associated with staff-related matters. These should be read in conjunction with Appendix 1 of the draft People Strategy, the Outline of the Process for Creating the Joint Corporate Services.

7. Paragraph 3.7 and Appendix 2, Baseline Programme Plan and Transition Schedule of the draft People Strategy, describe the process that is being used to create the Joint Corporate Services. – see in particular the table at Section 5 of Appendix 2 to the draft People Strategy. The process aims to establish the level of demand from fire and police so that the new staffing structures will be adequate to provide the level of service required by fire and police. Fire and police human resources policies (and procedures) are being reviewed with a view to producing policies (and procedures) that will help deliver the commitment to effect change from one employer to another in a transparent, equitable, fair and simple way e.g. these will clarify how competition for posts within the new joint corporate service structures will be handled. These policies (and procedures) will be the subject of consultation with staff, unions and staff associations in the next few months.
8. Paragraph 3.8 and Appendix 2, Baseline Programme Plan and Transition Schedule, of the draft People Strategy, describe the consultation that will be taking place with staff, trade unions and staff associations as the BLC programme develops – see in particular the Transition Schedule on the final page showing the anticipated timing of the consultations.
9. Paragraphs 3.9 and 3.10 of the draft People Strategy are both concerned with TUPE. As the name suggests TUPE is intended to provide legal protection to staff that transfer from one employer to another. A new employer can only change terms and conditions in limited circumstances. Any proposed changes must be the subject of consultation and some changes must be agreed by staff before they can be implemented. One change that is an absolute requirement is vetting (see paragraph 3.11 of the draft People Strategy). Anyone accessing non-public areas at Clemonds Hey unsupervised, or accessing police information systems must be vetted. This means that all fire staff that move to Clemonds Hey will need to be successfully vetted (whether they remain fire employees or transfer to the employment of the Chief Constable).
10. Paragraph 3.12 of the draft People Strategy explains the agreed approach to vacancy management. There was a concern that recruitment activity during the BLC programme could create gaps in structures (with fire staff applying for jobs with the police and/or other external jobs). Whilst this has happened for some posts, in order to better manage this risk it has been agreed that fire staff successfully applying for a police post will be encouraged to second across rather than formally take up the post. It is believed that this will provide greater flexibility. Ultimately, fire and police need to manage the filling of vacancies to avoid creating potential redundancies when the BLC programme has been delivered and TUPE takes place.
11. Paragraph 3.14 of the draft People Strategy restates the commitment to minimise compulsory redundancies. Fire staff at greatest risk will be senior managers and staff that fail vetting. However, redeployment opportunities will be explored and those staff will be supported. Although there is reference to



voluntary redundancy opportunities, it is believed that these are likely to be extremely limited.

12. Section 4 of the draft People Strategy outlines the way that information and support to staff will be delivered throughout the BLC programme.

### **Legal Implications**

13. The BLC programme is complex and fire and police need to be satisfied that the people issues associated with it are being handled effectively. A People Strategy helps to inform this requirement provided it is supported by appropriate policies and procedures that fire and police are committed to.

### **Financial implications**

14. This report does not deal with the financial implications of BLC.

### **Equality and Diversity Implications**

15. Equality and diversity issues are being considered alongside the People Strategy.

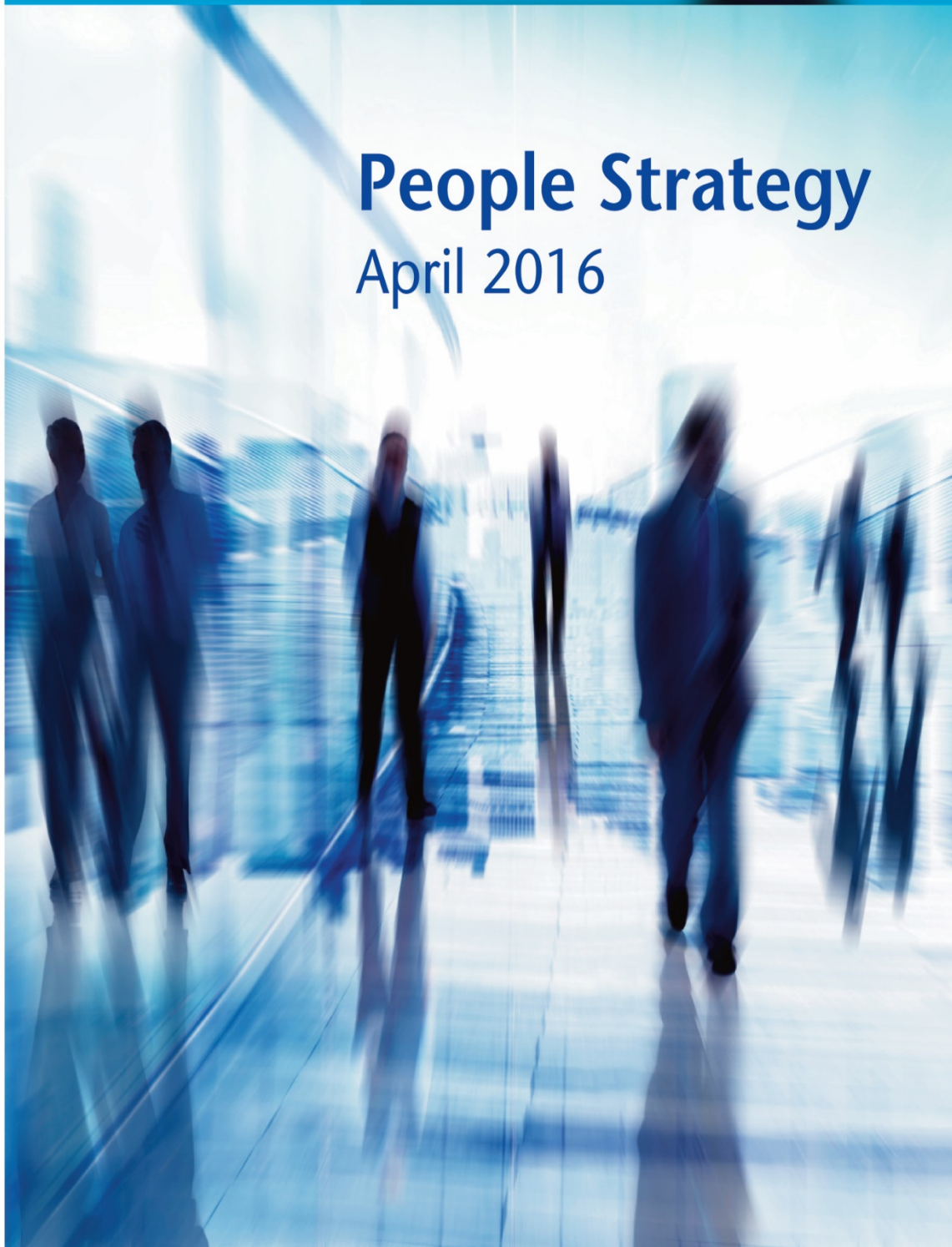
### **Environmental Implications**

16. This report does not deal with environmental implications.

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# Cheshire *Blue Light Collaboration*

## People Strategy April 2016



**FOREWORD**

People are the most important resource in our organisations. We have been clear that how we treat staff is central to our partnership and we are pleased to introduce the People Strategy for Cheshire's Blue Light Collaboration Programme.

This collaboration is an exciting opportunity for both organisations. It will enable us to become even more effective in delivering quality support to front-line services in Cheshire and in turn first-class services to the public of Cheshire. Across both fire and policing we will share our skills, experience and expertise; and undoubtedly create new and innovative ways of working.

Our work together provides great opportunities and enhancements for staff. The single joint teams across corporate services, including transactional services, and fleet maintenance will present opportunities for staff to develop their careers in ways that were previously not available. Working together we will have better resilience within the teams delivering services and be able to provide enhanced services to both organisations. This has already been seen following the co-location of the police and fire IT support services at Clemonds Hey with extended service desk support to staff across both police and fire.

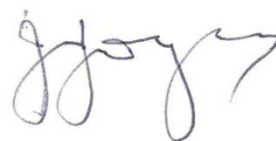
We are realistic and acutely aware that staff based at both headquarters, and in the affected departments, will have questions about what this collaboration means for them.

This Strategy sets out the guiding principles to help staff understand how both organisations will work together with staff and trade unions/staff associations in a fair, transparent and consistent way. It clearly and simply sets out the staffing issues associated with the collaboration and provides a clear description of what staff can expect. This Strategy will be supported by a staff guide, which will be produced to give an easy point of reference for key information.

Through the implementation of the Strategy we will ensure that all staff are properly and fully supported throughout this exciting change programme.



John Dwyer  
Police & Crime Commissioner for  
Cheshire



Cllr John Joyce  
Chair, Cheshire Fire Authority



Simon Byrne  
Chief Constable  
Cheshire Constabulary



Paul Hancock  
Chief Fire Officer & Chief Executive  
Cheshire Fire & Rescue Service

## **1. PURPOSE**

The Blue Light Collaboration Programme for Cheshire will establish a single, shared headquarters site for Cheshire Constabulary and Cheshire Fire and Rescue Service. There will be a number of significant changes that will impact upon staff from both organisations, through the co-location of staff at Clemonds Hey and the creation of joint corporate services, delivering professional and transactional services, and employed by the Chief Constable.

The People Strategy sets out the commitment of both organisations to joint working and explains how staff will be treated. It defines the key principles that underpin the approach to issues relating to, and important to staff, and sets out what staff can expect from both organisations prior to, during and following the creation of a joint corporate service and/or the move to a single headquarters.

## 2. PRINCIPLES

A set of overarching principles have been agreed to support effective delivery of the Strategy:

In delivering the collaboration both organisations commit to:

- Retain valuable skills and experience required for the future.
- Ensure that the risk of compulsory redundancies is minimised.
- Ensure that the approach used to effect the change from one employer or location to another, is transparent, equitable, fair and simple.
- Comply with the relevant employment and equalities legislation.
- Ensure that staff are kept informed of progress.
- Ensure that the terms and conditions of staff changing employer are protected in line with TUPE (see section 3.9) and that any proposed changes to these are discussed in advance and formally consulted upon.

This will be achieved by:

- Working in partnership with managers, staff, human resource colleagues and trade unions to implement policies, processes and systems that are in line with as many existing arrangements as practical.
- Establishing robust consultation arrangements with staff, trade unions and staff associations to support organisational change processes both before and after transfer.
- Agreeing processes and resolving issues and concerns through a single joint Programme Team under the direction of both Chief Officers.
- Ensuring that policies used to effect any changes to structures treat staff from both organisations fairly and equitably.
- Keeping the process as simple and clear as possible, keeping the steps of bureaucracy to a minimum and ensuring appropriate policies are followed, equality impacts are considered and legislative requirements met.
- Transferring staff into joint corporate services under the employment of the Chief Constable.

### **3. APPROACH**

The following paragraphs give a brief description of a number of important terms associated with staff-related matters. These should be read in conjunction with Appendix 1, Outline of Process for Creating the Joint Corporate Services. Details regarding the transition schedule and timescales can be found at Appendix 2.

#### **3.1 In Scope**

Staff who are In Scope, work in departments that will form part of the joint corporate services. This includes Fire Service staff who will ultimately transfer to the new employer (the Chief Constable) and Constabulary staff who work in a department that will become part of the new joint corporate structures. The following departments are included:

- ICT
- Estates
- Strategic Change / Corporate Programme Office
- Communications
- Planning & Performance
- Legal Services
- Distribution & Logistics / Courier Service
- Information Management
- Stores
- Procurement
- Print
- Finance
- Fleet Services
- Human Resources

#### **3.2 Secondment**

A secondment may be used when a team or individual is ready to move to Clemonds Hey to achieve Co-location, but it is too soon to formally transfer the staff.

It also applies to staff who express an interest in a vacant Constabulary role and have been permitted to take up that role prior to Staff Transfer. For all secondments, a secondment agreement will be drafted and the individual will receive a letter confirming the details.

The Fire Service will remain the employer of seconded staff but the direction and control of day-to-day activities sits with the Constabulary until the Staff Transfer occurs.

#### **3.3 Co-location**

This is where Fire Service staff who are In Scope remain with their current employer and move location to Clemonds Hey working alongside Constabulary staff in equivalent teams. This will allow Constabulary staff and Fire staff to gain knowledge of the different ways of working within the two organisations.

### **3.4 Staff Transfer**

Fire Service staff working within an In Scope department will become employees of the Chief Constable when the formal Staff Transfer takes place. In these circumstances TUPE, which is mentioned in section 3.9, will apply.

### **3.5 Re-location**

Fire Service staff that do not work within one of the In Scope department will continue to be employees of the Fire Authority. These individuals will be relocated to Clemonds Hey unless the Fire Service decides to accommodate them elsewhere.

### **3.6 Redeployment**

Where necessary, redeployment of staff will be pursued.

### **3.7 Corporate Service Structures**

Joint corporate service structures will be developed by managers from both organisations and scrutinised and approved by the Programme Board through a blueprint design process and a series of panels as detailed in Appendix 2. Staff within the In Scope departments will be consulted as outlined in Section 3.8.

Where a competitive selection process is required for roles in a new structure, a procedure will apply that is fair to staff in both organisations and will be subject to consultation with trade unions and staff associations. Fire Service staff will transfer into the new structures when Staff Transfer takes place, and any changes to the roles of existing Constabulary staff will take place at the same time.

### **3.8 Consultation**

Consultation will be used to explain to staff what changes are being proposed and why and how these changes will impact on different teams and individual staff. Consultation will take place prior to changes being finalised, to ensure that any views expressed by staff, trade unions and staff associations can be taken into account in decision making processes. There are two specific consultation processes that staff will be involved in:

Collective Consultation – This is a consultation exercise that will give staff, trade unions and staff associations the opportunity to comment on the proposed structures for the new joint corporate services and the human resource procedures that are developed to support the move to these new structures. This consultation will last for a minimum of 30 days and will be carried out jointly by both organisations involving both sets of staff, trade unions and staff associations.

TUPE Consultation – This will be held with each In Scope department prior to Fire Service staff becoming employees of the Chief Constable upon Staff Transfer. Staff will be informed of how the transfer will impact on them and any measures it is proposed will be taken (see section 3.10). Staff and their trade union or staff association representatives will be consulted on these measures with a view to reaching agreement. The consultation will be carried out jointly by both organisations with transferring Fire Service staff, and also with existing Constabulary staff who will be affected by the creation of new structures.



### **3.9 Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) (as amended in 2014)**

TUPE is the legal protection that applies to Fire Service staff who are subject to Staff Transfer and who will become employees of the Chief Constable.

An employee's terms and conditions are protected by TUPE (including terms contained in collective agreements in place at the time of Staff Transfer). Accordingly, changes to terms and conditions can only take place in limited circumstances.

Any proposed variations to the working arrangements of Constabulary staff within In Scope departments will also be the subject of TUPE Consultation.

### **3.10 Measures**

The term 'Measures' is used in TUPE. Broadly, Measures are changes and include any action, step or arrangement that has an impact on an employee and arises in connection with their transfer from one organisation to another under TUPE. This could be, for example, a change to an entitlement or benefit under their terms and conditions of employment, or a practical change such as a different place of work or pay date.

Measures will be discussed with trade unions, staff associations and individually affected staff members and will be published and consulted upon.

### **3.11 Vetting**

Vetting is required by the Chief Constable for all individuals who access non-public areas of Clemonds Hey unsupervised, or its information systems or classified material. Accordingly, any Fire Service staff that will work at Clemonds Hey will need to be vetted (irrespective of who their employer is).

A staff guide to the vetting process can be found on the Extranet.

If a Fire Service employee is unable to achieve the appropriate vetting standard then redeployment opportunities will be considered.

### **3.12 Vacancy Management**

Both organisations recognise that whilst changes are occurring essential services must be delivered. Regular meetings between both Human Resource Departments are taking place to discuss vacancies and opportunities, and the following approach will be followed in relation to vacancies within In Scope departments:

- Recruitment for both organisations will take place, where necessary.
- Redeployees from both organisations will be considered in the first instance.
- All vacancies will be advertised at the same time to both Constabulary and Fire Service staff.
- Both organisations will support staff who wish to pursue an advertised post by agreeing to them being seconded into posts where practical.

- In relation to roles where either organisation believes there is a business need these may be advertised externally at the same time as being advertised internally. However, secondments from the Fire Service will be considered ahead of external applicants.

### **3.13 Formal Notification**

Every member of staff affected by the change programme will receive formal written notification of the changes affecting them. The notification will advise whether an individual is In Scope to transfer, will be co-located prior to transfer or will be re-located.

An outline of the vetting process and what the currently envisaged measures will be will also be provided in writing. For those staff formally transferring their employment to the Chief Constable, written details will include the legal requirements and provide information about the new employer.

### **3.14 Redundancy**

Both organisations are committed to minimising compulsory redundancies arising in connection with the Staff Transfer and creation of new structures. Consultation with trade unions and staff associations is intended to identify and mitigate the risk of redundancies.

There may be opportunities for In Scope Fire Service and Constabulary staff to apply for voluntary redundancy. An aligned approach to this based on current policies will be agreed between the two organisations to ensure that In Scope staff have fair and equitable treatment in any voluntary redundancy process, regardless of which organisation they currently work for. Any offer of voluntary redundancy will be on the relevant employer organisation's current terms.

In Scope staff will be supported to identify and access redeployment opportunities in line with existing policies.

### **3.15 Equality and Inclusion Statement**

Both organisations will comply with the relevant equality legislation when implementing the proposed changes. Any decision in respect of changes to policies, appointments to jobs, the identification of employees affected by change and the selection processes, will be fair and transparent.

Procedures will be designed to support diversity and the processes will adhere to equality legislation to ensure that there is no unlawful, direct or indirect discrimination, victimisation, or harassment against any particular individual or group of employees in line with both organisations' current policies.

### **3.16 Pensions**

Fire Service staff that transfer to the employment of the Chief Constable will continue to be members of the Local Government Pension Scheme. Pension discretion policies will be reviewed as part of the Programme's People workstream.

## **4. INFORMATION AND SUPPORT**

Keeping staff supported and informed is central to the delivery of the Blue Light Collaboration Programme.

The aim is to provide information to staff on all aspects of the programme, including timescales, projects, people and transfer matters.

### **4.1 Communications**

Staff in both organisations will be provided with regular updates in relation to programme activity. Communications will be provided through a range of methods including:

- Direct engagement by Chief Officers, Heads of Department and Line Managers
- Extranet
- Staff newsletters
- Staff surveys
- Departmental briefings
- Trade Union and staff associations
- Consultation
- Letters of formal notification

All communications will be presented in an accessible format.

### **4.2 Support**

Both organisations are committed to ensuring that all staff are fully supported throughout the implementation of the programme. Dedicated Human Resources roles have been allocated to the programme on a full time basis to support staff wherever possible.

Occupational Health and Employee Assistance Programmes are available in the respective organisations to provide additional support if required.

Regular staff surveys will be undertaken to ensure a full understanding of current and emerging issues.

A frequently asked questions database and dedicated email address are available through the Extranet.

A programme of staff visits to Clemonds Hey are being undertaken to support the development and structure of future teams and working relationships.

Induction packs will ensure staff have appropriate access to buildings, systems and general facilities from their first day of working at Clemonds Hey.

## APPENDIX 1 – Outline Process for Creating the Joint Corporate Services

April /  
May 16

- People Strategy.
- Development of HR Policies/Guidance documentation (filling of new structures, redeployment, voluntary redundancy).
- Panel 1 Reviews.
- Write to staff to advise if In Scope/out of scope.

June 16 /  
July 16

- Staff and Unison Consultation on HR Policies.
- Agree core Measures that apply to all Joint Corporate Services to reduce need to revisit during each consultation.
- TUPE Consultation for ICT and consultation on proposed new ICT structure.

July 16 -  
Jan 17

- Development of Joint Structures and Panel 2 Reviews.
- Joint departmental meetings with Staff and Unison on initial proposed new structures then launch 30 day Collective Consultation.
- Post Collective Consultation review and submission of final proposals incorporating any changes for sign off.
- Staff briefings to advise of final proposals.

Page  
78

Co-  
location

- Vetting of Staff 30 days in advance of Co-location. Invoke redeployment/Voluntary Redundancy process for individuals who do not pass vetting.
- Readiness Panels for Co-location, for example, ICT and logistic requirements.
- No change of job role or employer for staff during Co-location phase.

Selection

- Briefings with staff outlining recruitment / selection processes. Interview skills training.
- Distribution of information pertaining to new structure, job descriptions, and process.
- Undertaking of process. Joint police and fire panels for all appointments.
- Invoke redeployment/voluntary redundancy process if applicable.

Consult

- Staff and Unison TUPE Consultation on Measures specific to new joint corporate departments.

Transfer &  
Implement

- 28 Day TUPE due diligence exercise - Fire provides employee liability information to Constabulary.
- Transfer into new structures.
- Staff issued with new contracts etc.
- Intention is to keep people who do not secure posts in new Joint Corporate Structures until point of transfer (exceptions made on case by case basis).



## **1. Introduction**

The successful delivery of the Blue Light Programme relies on effective programme and project plans. These plans will tell us:

- What is required?
- How it will be achieved and what resources (both people and equipment) are required?
- When events will happen?
- Whether targets for time, cost, quality, scope, risk and benefits are achievable?

The development and maintenance of credible plans provide a baseline against which progress can be measured. The 'planning process' will help managers to 'mentally rehearse the project' to enable omissions, duplications, threats and opportunities to be identified and managed.

## **2. Programme Milestone Plan**

The Programme will be managed through a high-level milestone plan. This contains the critical path and key milestones across all delivery workstreams. Beneath this will sit various, more detailed, plans to support workstreams and projects as required in the delivery of the programme milestones. These will be the responsibility of the Workstream Leads and Project/ Transition Managers.

The Programme Milestone Plan and supporting dates are attached.

Progress against the Programme Milestone Plan will be reported monthly to Programme Board and monitored weekly through Programme Checkpoint Meetings.

## **3. Joint Police and Fire Corporate Services Transition Schedule**

A key element of the Programme Plan is the transition to a joint Police and Fire Corporate Service. A schedule of actions/ events in the transition determines when and how departments will transfer over. This will be driven by: business and operational need; key infrastructure being in place i.e. estates and IT; and the principles within our People Strategy.

The transition schedule can be found at Section 6.

#### 4. Blueprint Design Process

- A Blueprint is the document detailing the Operating Model of the organisation, its working practices and processes, the information that it requires and the technology and facilities that supports its operations.
- Below is the high-level scope of what will be included in the Blueprint for each department:

<b>Processes</b> , business models of operations and functions including changes to operational costs and performance/ service levels
<b>People</b> , organisation structures, staffing levels, roles, skills requirements and changes to organisational culture and style
<b>Technology</b> , IT systems and tools
<b>Estates and Facilities</b> , equipment, buildings, accommodation requirements
<b>Information and data</b> , information management, data protection, access and security, permissions, FOIs, disposal

- The overall governance of the single Police and Fire Support Service will also be included in the final Blueprint.
- The purpose of the Blueprint is to ensure coherence of the entire Target Operating Model and the solutions that will underpin it.

The final output will be a Blue Light Collaboration Blueprint document that will describe the Target Operating Model (plus any interim models if required). The document will include:

- The overall governance and service model for the single Police and Fire Support Services.
- The supporting processes, people, technology, estates, facilities, information and data requirements.

The Blueprint will develop as the Target Operating Model is approved through a series of panels as described in Section 5.

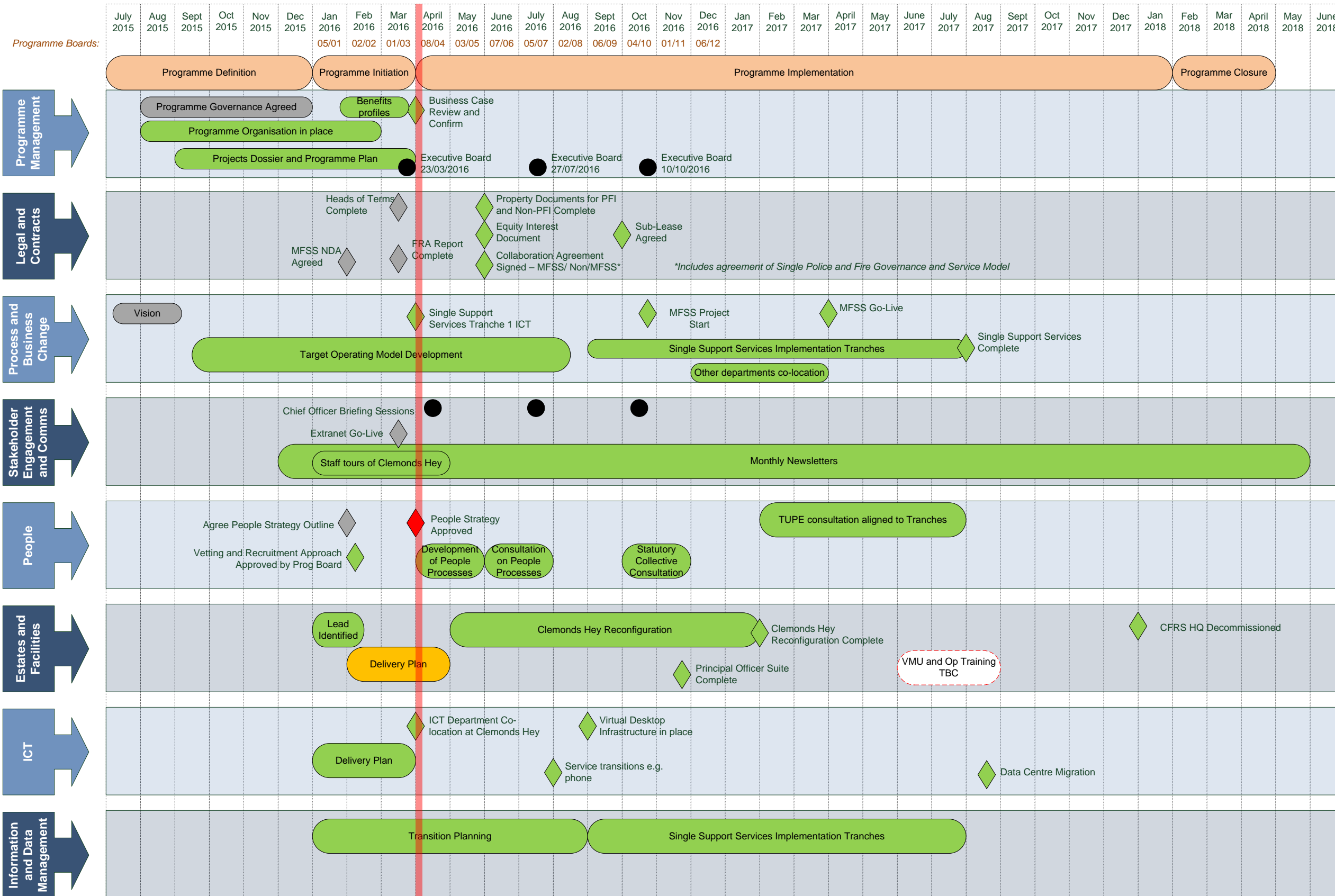
## 5. Panel Approach

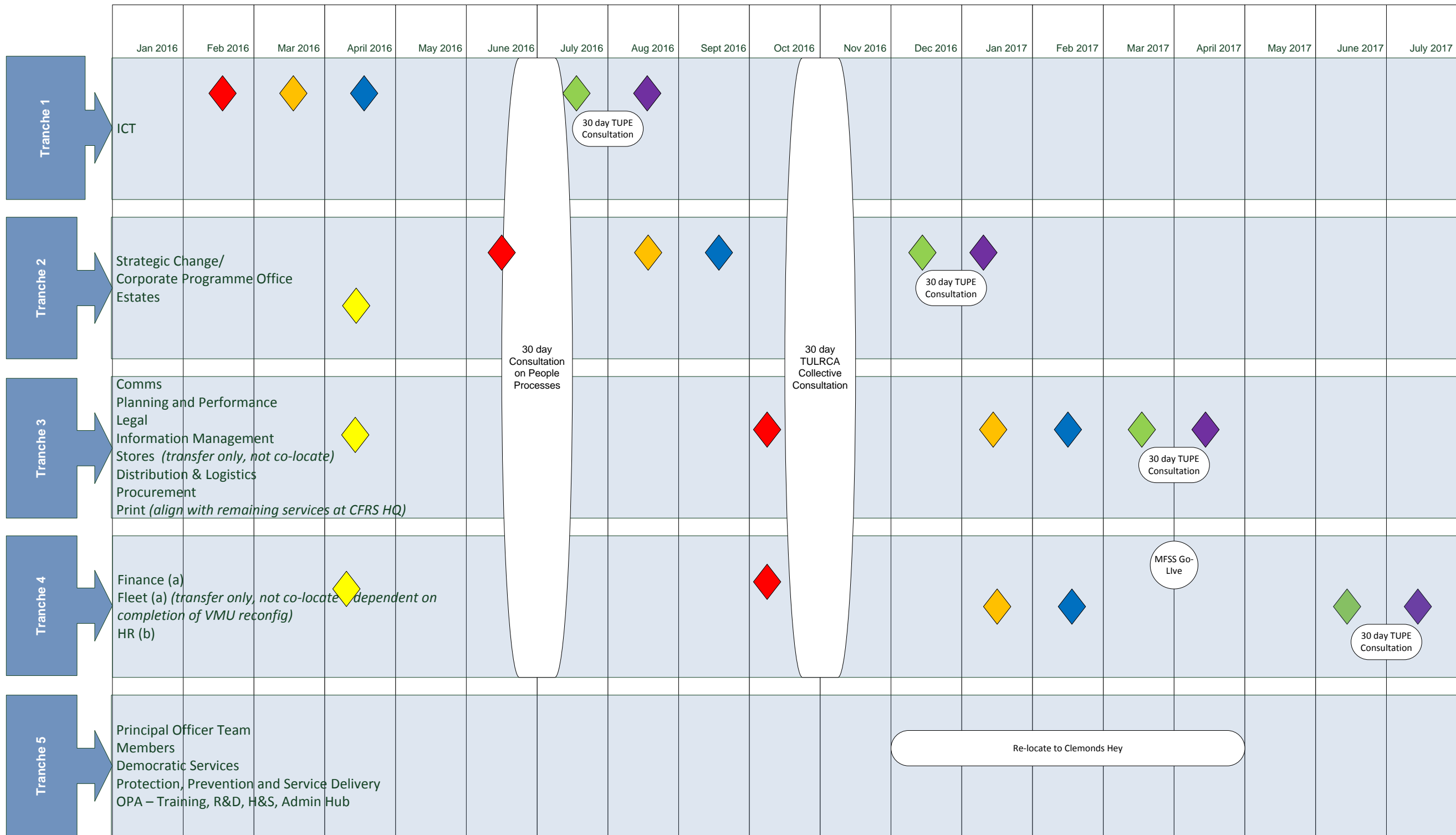
Panel	Purpose	Output	Documentation
1	<p><b>As-Is Assessment</b></p> <p>Assessment of baseline – current operating models in both organisations including difference/ issues.</p> <p>All to be complete by end April.</p>	<p>Direction from Programme Board on Target Operating Model for single service.</p>	<ul style="list-style-type: none"> <li>• As-Is Blueprint Template detailing processes, people, technology, estates, facilities, information and data requirements.</li> </ul>
2	<p><b>To-Be Assessment</b></p> <p>Approval of Target Operating Model for single Police and Fire Support Service plus high-level transition plan.</p> <p>All to be completed by end Oct following a phased approach.</p>	<p>Approval by Board of Target Operating Model.</p>	<ul style="list-style-type: none"> <li>• To-Be Blueprint Template detailing processes, organisation, technology and information.</li> <li>• Priority Based Budget Workbook detailing costs/ resources/ services.</li> <li>• Service Level Template.</li> <li>• High-level Transition Plan.</li> <li>• Organisation Structure and Hayed Role Profiles</li> </ul>
3 & 4	<p><b>Readiness Assessment</b></p> <p>An assessment of readiness to ‘go-live’ prior to co-location and final transfer.</p>	<p>Approval by Board to proceed.</p>	<p>Readiness Assessment Template detailing all criteria required to ‘go-live’ i.e. appropriate resources in place to deliver required service levels to both organisations, mechanisms in place to monitor key performance indicators etc.</p>

## 6. Transition Schedule

Tranche	1	2	3	4	5
Department	ICT	Estates Corporate Programme Office/ Strategic Change	Comms Planning and Performance Procurement~ Stores~ Print D&L (incl. Courier) Legal Information Management	HR Finance ~ Fleet ~	Principal Officer Team Members Democratic Services Protection, Prevention and Service Delivery OPA – Training, R&D, H&S, Admin Hub
Panel 1	N/A	15 <sup>th</sup> March 2016	21 <sup>st</sup> April 2016	21 <sup>st</sup> April 2016	N/A
Panel 2	26 <sup>th</sup> Feb 2016	June 2016	October 2016	October 2016	N/A
Panel 3 Readiness Assessment	15 <sup>th</sup> March 2016	August 2016	January 2017	January 2017	TBD
Co-location/ Re-location	4 <sup>th</sup> April 2016	September 2016	February 2017	February 2017	Between Dec 2016 – April 2017
Panel 4 Readiness Assessment	July 2016	November 2016	March 2017	June 2017	N/A
Transfer	8 <sup>th</sup> August 2016	December 2016	April 2017	July 2017	N/A







Re-locate to Clemonds Hey

## CHESHIRE FIRE AUTHORITY

MEETING OF : FIRE AUTHORITY **ITEM: 3**  
DATE : 15<sup>th</sup> JUNE 2016  
REPORT OF : HEAD OF PERFORMANCE, PLANNING AND  
COMMUNICATIONS  
AUTHORS : CHRIS ASTALL / PAUL VAUGHAN

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**SUBJECT : END OF YEAR FINANCIAL AND  
PERFORMANCE REVIEW 2015-16**

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### Purpose of report

1. To present the Quarter 4 (end of year) position of organisational (Authority) performance against 2015-16 Service plans and budgets.

### Recommended That:

- [1] Members note the information presented in this report and request further detail on any matter if required.

### Background

2. The Authority's vision, plans, policies, and organisational structures are all focused on ensuring the Service can deliver the improvements in safety outcomes that matter to the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington. This Quarter 4 report forms part of the quarterly corporate reporting schedule.
3. The report provides a summary of the Service's financial performance, details progress against 2015-16 corporate projects and includes a brief summary from Heads of Departments on their Quarter 4 progress against their 2015-16 Service Plans (**Appendix 3**).

### Information

#### Financial Performance

#### Revenue

4. Appendix 1 shows the outturn position of the Authority compared to the revised budget. Key variances are briefly explained in Appendix 1 with additional information contained in the departmental summary reports in Appendix 3. Appendix 1a shows a more detailed breakdown of the financial position for Members' information.

5. A budget monitoring report is presented to the Performance and Overview Committee on a quarterly basis. This focuses on an anticipated outturn position, and revisions are made within the overall budget to allow for anticipated changes.
6. In quarters 1 to 3 the accumulated anticipated underspend was £1,098k. The draft annual accounts (which will be signed off by the Head of Finance and presented to Members for discussion at the Closure of Accounts meeting in June) show an additional £941k underspend. The key reasons for this are explained below.
7. Service delivery is underspent against revised budget by £295k, largely as a result of lower than budgeted costs on On Call activity.
8. ICT is underspent against revised budget by £75k as a result of reduced software and hardware costs. Some of these savings are now reflected in the budget for 2016-17.
9. Fleet has underspent as a result of lower than anticipated fuel costs.
10. The corporate contingency has not been used during the year and this has therefore resulted in an underspend of £250k. In the savings agreed in the 2016-17 budget, half of this has been recognised. The impact of this will be monitored with a view to reducing the corporate contingency further in 2017-18.
11. The Authority has a budget of £200k to mitigate against the risk of a failure by Local Authorities to collect Council Tax and Business Rates. This reflects the Authority's potential exposure to volatility in the collection of Council Tax and Business Rates, which is kept under review. In 2015-16 the total amount charged against this budget was £74k, leading to £126k of the budget being unused. Other budgets are marginally underspent or on target against the revised budget.
12. The Authority spent around £350k in additional costs in dealing with the Bosley incident. These costs have been borne from within existing budgets.
13. The Authority will be formally asked, at its meeting in September 2016, to agree a transfer of the £941k underspend against the revised budget as well as the previously reported mid-year underspend of £1,099k to its reserves to offset the future costs of delivering the IRMP and capital funding.

## **Capital**

14. The position on the capital programme is attached at Appendix 2, showing progress against each current scheme. Of particular significance are the station build schemes. The position and likely outturn on each are considered in the following paragraphs.

15. Alsager was officially opened in August 2015. Outstanding costs at 31<sup>st</sup> March 2016 relate mainly to professional fees associated with our final BREEAM assessment and certification. A final underspend of around £11k is anticipated.
16. Lymm remains on target for the build phase to be completed in March 2017. There is a projected overspend at this time of £33k which relates mainly to the provision of an electric vehicle charging point (£8k), a fibre link between server rooms (£10k) and under slab cable ducts for the safety centre fit out (£13k).
17. Penketh remains on target for the build phase to be completed in July 2016. There is a projected overspend at this time of £52k which relates mainly to the provision of an electric vehicle charging point (£6k), an increase in the allowance for site security costs (£20k) and a greater landscaping requirement than envisaged being requested by the planning department (£30k).
18. Powey Lane build phase remains on target with completion anticipated towards the end of September 2016. There is a projected overspend at this time of £5k which relates almost entirely to the provision of an electric vehicle charging point (£6k).
19. The approved budgets for the station build schemes include a number of contingency and risk items which are still to be finalised at this point. The potential for additional costs is reducing as the schemes progress towards completion. The main area of uncertainty is the safety centre due to its complexity and the relationship between the build contract and the fit-out works. The aim is still to complete the programme within the overall budget allocation of £17.425m. In the event that this is not possible, the call on the earmarked general 5% contingency for the project will be minimised as far as possible. It will be kept under close review by the Land and Stations Working Group which is chaired by the Head of Legal and Democratic Services.
20. In respect of other IRMP projects spend, the bulk is on the purchase of appliances. The Appliance Replacement Programme for 2014-15 has now been completed with a saving against budget of £110k. The hydraulic platform originally planned for 2014-15, has been delivered in early 2016-17, with a saving against budget of £112k. The delay has been due to the Fleet Manager ensuring that the specification was robust and entirely suitable for the Authority's needs. The remaining 2014-15 schemes are complete with a small underspend on the HQ boiler replacement.
21. With regard to schemes originally programmed for 2015-16, the Appliance Replacement Programme for 2015-16 included three appliances, and these are now out to tender. The second hydraulic platform is shortly to be delivered and is likely to cost a similar amount to the one referred to in the previous paragraph, therefore generating a further saving against budget. The line rescue vehicle, the driver training

vehicle and the support vehicles have been ordered and will cost slightly more than budget, but this will be covered within the overall programme. The purchase of a new minibus is on hold pending a review of the travel needs of the Prince's Trust.

22. For non-vehicle replacement schemes, the replacement of Mobile Data Terminals on appliances is complete, and is expected to be within budget, and work on systems and servers has been put on hold in light of the Blue Light Collaboration Programme.
23. Original capital approvals for station builds anticipated earlier completion dates than has proved possible, so the programmes of spend have been revised to reflect these new dates. There has been some slippage on the purchase of new appliances whilst the Fleet Manager has reviewed the specification of appliances, but this thorough review has resulted in vehicles which are fit for purpose and economic, and the Authority is now in a position to move more quickly on replacing appliances. It is anticipated that the bulk of the outstanding variance will be spent in 2016-17.

### **Debtors**

24. Debt outstanding at 31st March 2016 was £162k. At the time of writing this report, £81k of this debt has been paid. Almost all of the debt is with other public bodies, representing a low credit risk.

### **Risk and sensitivity analysis**

25. The Authority's risk management process considers all risks on a regular basis, including financial risks. Key risks such as those in relation to government funding, council tax levels, business rates and inflationary and other growth pressures are considered in the Medium Term Financial Plan. The assumptions in the Plan reflect the estimated impact of these risks. The Authority's reserves strategy considers risk in relation to identifying funding available should catastrophic or other risks occur.
26. The Authority's Medium Term Financial Plan is frequently reviewed, with another review due to be shared with Members during the summer. This will consider whether assumptions about risk and the assumptions underpinning estimates continue to be appropriate.

### **Integrated Risk Management Plan (IRMP) Programmes and Projects**

27. A number of programme and project proposals were set out in the Authority's IRMP for 2015-16. The IRMP is the twelfth to be produced since the Government first began requiring fire authorities to produce local risk plans in 2003. Set out below is **headline** commentary on the Quarter 4 position for projects and programmes.

## **Developing the Organisation**

### **28. Organisational and Service Wide Systems Reviews**

Phase 1 of the organisational reviews is now complete and has produced annual revenue savings of £900k. A project closedown report for the systems review programme was approved by IRMP Programme Board in May 2016 and further organisational reviews are on hold pending final decisions on the Blue Light Collaboration Programme.

### **29. Launch Firefighter Apprenticeship Scheme**

Warrington Collegiate have been successful in working with the Service as the partner college and meetings are in place to discuss and approve Service Level Agreements. Recruitment materials are in the process of being finalised with an external design company. Recruitment for the Apprentice Coordinator is scheduled to commence at the beginning of May.

## **Protecting Local Communities**

30. There are a number of campaigns and initiatives both at a national and local level. A brief summary is provided below:

### **31. Campaign to require landlords to fit smoke alarms in all private rented homes**

The Service played a leading role in a three year campaign to achieve Government commitment to bring in new safety legislation making it compulsory for all landlords to fit smoke alarms on every floor of a rented property. In 2015 the Authority saw the successful culmination of the campaign when Parliament approved the new legislation and the Authority played a leading role in marketing and promoting the new requirements to both private landlords and their tenants. The project was approved to proceed to formal closedown by IRMP Programme Board in January 2016. The campaign has been nominated for a national CIPR Excellence Award.

### **32. Sprinkler Campaign**

A presentation was delivered to Members of the Performance and Overview Committee on the current status and future of the project. The Committee recommended that the issues are discussed further at the next Members Sprinkler Group Meeting. There has also been success in Chester West and Chester where Sanctuary Housing has installed sprinklers in the common areas and 16 of the 70 flats in Rowland Heights in Chester, with the intention to fit sprinklers in other flats as they fall vacant. Corporate Communications and Protection staff have offered Plus Dane support in liaising and engaging with residents of Joseph Groome Towers in Chester, with a view to getting the sprinkler system re-commissioned. There has been some recent interest from Wulvern

Housing in Cheshire East considering a sprinkler system for Waverley Court Crewe.

## **Programmes, Partnerships and Collaboration**

### **33. Complex Dependencies Programme**

The work to integrate a fire service officer within each local authority front door team is progressing well. Three people have been recruited and will take up posts at the end of May 2016 and will be based in Cheshire East, Halton and Warrington local authority front door teams. These roles will build on the excellent work which started in Cheshire West and Chester where a dedicated fire service resource remains within the Troubled Families Unit. Cheshire East and Halton have agreed to match fund the costs of the posts and a decision is expected from Warrington shortly.

### **34. Blue Light Collaboration programme**

On 8th April the Blue Light Collaboration Programme Board approved the overall programme and transition schedule for departments joining together and locating at Clemonds Hey. Engagement with Managers and Heads of Service across both organisations has taken place. The final draft of the people strategy is now complete and work is underway to develop the underpinning processes and procedures along with staff guidance. Stakeholder engagement and communications is increasing with the launch of the joint Extranet and the programme is in the process of setting up a network of Change Champions to support the change process. In April 2016 Fire ICT department co-located to Clemonds Hey and lessons learned workshops are being scheduled to capture any key learning ahead of other department moves. Options are being explored in relation to the Operational Training requirements, for both organisations; this project is being led by DCFO Mark Cashin who will report back to the Chief Officers Group in July.

## **Responding to Emergencies**

### **Emergency Response Programme (ERP 1)**

#### **35. Construction Progress**

##### **Alsager**

The fire station is fully operational. A final BREEAM assessment is awaited for formal certification.

##### **Penketh**

Construction of the fire station is proceeding to plan. Out of hours security guard is now on site and there have been no further incidents reported. The on-call cohort have completed their initial training and plans are in place for the shadow appliance to mobilise from Widnes Fire



Station from 2 May 2016. The project is on target for the on-call to operate from the new station from the end of August 2016.

### **Powey Lane (M56)**

Building work at Powey Lane is progressing well, no issues reported in relation to site security. Due to poor ground conditions and drainage issues the landscaping design has been amended to include water loving plants. There are currently discussions in place in relation to station boundaries. The station is anticipated to be operational from November 2016.

### **Lymm Fire Station and Safety Centre**

Building work on track for both the fire station and safety centre. A small amount of ground contamination has been identified but this is not expected to cause any delays. The station is anticipated to be operational from March 2017.

### **Safety Centre**

The tender process to appoint a creative installation specialist has now gone live with a view to appointing by 13 June 2016. Key Stage 2/3 programmes have been agreed, with more detailed activity development underway. Adult programme development is scheduled for later in the year. An information session for Fire Authority members interested in becoming trustees of the Safer Cheshire charity has been scheduled for 25 May 2016. The website and social media channels are now live and well used.

## **On Call Recruitment**

36. Alsager and Penketh on-call recruitment is progressing well. It is anticipated that a number of Day Crewing staff will undertake on-call roles at Knutsford and Stockton Heath thus increasing the numbers prior to Lymm becoming operational. The recruitment process is continuing at Crewe and Ellesmere Port but is proving more challenging. The project team continues to review its approach and will be increasing efforts during the next quarter.

## **Emergency Response Review (ERP 2)**

37. The ERP2 project is making steady progress and future proposals for the operational configuration will be presented to Members at the Planning Days in June and July.

## **Corporate Scorecard**

38. The performance commentary provided in this section accompanies the Corporate Performance Scorecard (**Appendix 4**). This reflects the year end position against targets set at the start of the year for the organisation's Key Performance Indicators (KPIs).

## **Protecting local communities**

39. There were six fire related fatalities in 2015-16, 3 as a result of the incident in Bosley, 2 in accidental dwelling fires and 1 in an outdoor fire. There were 46 recorded injuries against a target of 35, however, year on year decreases have been recorded.
40. Accidental dwelling fires ended the year over target by just 3 incidents, however, this is the second lowest number ever recorded. There has been a slight increase in the percentage of accidental dwelling fires starting in kitchens, with the actual number increasing by just one incident. In line with the targeted delivery of Home Safety Assessments (HSAs), the percentage of incidents in dwellings involving residents over pensionable age has decreased year on year. In the HSA customer satisfaction survey, 99% of respondents were either very pleased or pleased with the HSA they received.
41. The number of deliberate fires increased compared to 2014-15, when unusually low numbers of incidents were recorded. In 2015-16 recorded figures for deliberate fires were lower than any year prior to 2014-15. Prevention teams continue to work with local authorities and business owners to reduce the occurrence of these incidents.
42. Indicators relating to fires and Automatic Fire Alarms (AFAs) in non domestic premises performed well in 2015-16, with the lowest figures ever recorded for both indicators. Overall 47% fewer attendances were made to AFAs in non domestic premises in 2015-16 compared to 5 years ago.
43. Year on year improvements have also been made in the number of HSAs delivered to heightened risk homes and those completed from our most prioritised addresses. All homes on the highest risk dataset were offered an HSA and 66% accepted the offer.

## **Responding to emergencies**

44. Performance against the 10 minute standard ended the year over target, with a 2% increase in incidents meeting the standard when compared with 2014-15. The figure for dwelling fires was 91% while for Road Traffic Collisions (RTCs) was 77%. The variation is largely due to the lack of precise location information for some RTCs together with occasional access problems for motorway incidents. Although On Call availability remains under target, the availability of emergency response vehicles as a whole is positive especially considering lower than average number of workshop technicians for part of the year.
45. There were slight decreases in resident satisfaction levels for response times, however, figures remain high and overall satisfaction levels were static year on year.

## **Developing the Organisation**

46. Sickness is at its lowest ever level, with an average of just 3.46 days lost per person. This equates to a 17% reduction compared to 2014-15 and a 41% reduction compared to five years ago. The number of working days lost to injury was also at an all time low, with 42 days lost as a result of injuries.
47. The number of unique visitors to the Service website was at an all time high in 2015-16, with numbers of visitors more than doubling over the past five years. Increases have been attributed to members of the community visiting the website to gain information on major incidents such as Bosley and the M56 tanker fires, targeted safety campaigns and On Call recruitment.
48. Carbon use has recorded an increase, however, it is believed that this new figure represents a more accurate representation of carbon use. Fuel consumption from vehicles has been used to give an accurate picture of vehicle usage and therefore carbon emissions. The long term target will still be met and an assurance can be made that reporting will be reliable moving forward.
49. Core Skills training has been delivered as scheduled. Performance has exceeded the target set as there was higher than planned attendance at these training events with 82 more delegates than forecast attending events.

## **Legal Implications**

50. The Authority is charged with securing appropriate governance and pursuing effective performance. The Fire & Rescue Services Act 2004 provides the statutory authority for the Fire Service National Framework and requires fire and rescue authorities to have regard to the Framework in carrying out their functions, particularly in relation to accessibility of comparable data and information on performance.
51. There are no issues to report for Quarter 4 that would affect the Service's ability to meet its statutory or other legal obligations.

## **Equality & Diversity Implications**

52. Each department provides relevant key monitoring information on equality and diversity issues as part of their quarterly reporting. Individual projects and activities are required to have equality impact assessments completed in accordance with the organisation's approved Project Management Framework.

## **Environmental Implications**

53. Projects are individually assessed for environmental implications by the relevant project managers in accordance with the organisation's Project Management Framework.

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### **BACKGROUND PAPERS:**

Appendix 1, 1a & 2 – Capital and Revenue budget estimated outturn  
Appendix 3 – Heads of Department Quarter 4/end of year summaries  
Appendix 4 – Corporate Scorecard

Appendix 1  
Cheshire Fire Authority Revenue Budget 2015-16 estimated outturn

Departmental Costs	Original Budget £000	Budget adjustments			2015-16 outturn			Notes
		Qtr 1 £000	Qtr 2 £000	Qtr 3 £000	Net Expenditure/ (Income)			
					Revised Budget after Qtr 3 £000	Outturn £000	Variance £000	
Service Delivery	19,814		89	(47)	19,855	19,560	(295)	Underspend due to lower than budgeted on call activity.
Protection	1,836	(100)	(75)	(82)	1,578	1,565	(13)	
Prevention	1,972		(76)	(84)	1,812	1,786	(26)	Underspend on pay underspend offset by Princes Trust reduction in income
Operational Policy and Assurance	3,579		166	88	3,833	3,830	(3)	
Executive Management	706		8	3	717	715	(2)	
Fleet	1,463		(60)	13	1,416	1,371	(45)	Underspend on fuel.
Property Management	1,649		(45)	(21)	1,584	1,564	(20)	Underspend on utilities, grounds maintenance and cleaning costs
ICT	1,701		(120)	0	1,581	1,506	(75)	Underspend on hardware and software costs
People and Development	1,372		(46)	23	1,349	1,341	(8)	
Finance	474		(43)	(24)	407	394	(13)	Underspend due to vacant posts
Planning, Performance & Comms	1,343		(15)	(68)	1,260	1,241	(19)	Underspend on photocopiers
Legal, Democratic and Member Services	500		11	(11)	500	497	(3)	
Procurement and stores	576		0	0	576	581	5	
Public Services Transformation	0		139	(1)	139	139	0	
Safety Centre	159		(34)	(26)	99	99	0	
<b>Other costs</b>								
Contribution to UPAs	100		0	0	100	100	0	
Contingency	250		0	0	250	0	(250)	Service contingency not used during 2015-16
General Insurance	352	0	0	0	352	353	1	
Inflation	657	(400)	(220)	(23)	15	0	(15)	Underspend on wage inflation and non pay inflation
Minimum Revenue Provision	726	0	0	0	726	725	(1)	
Audit Fees	94	0	(32)	0	62	58	(4)	
Non distributed employee costs	435	0	0	(26)	409	398	(11)	Pension costs adjustments
Allocation of second homes council tax	45	0	0	0	45	44	(1)	
Interest receivable	(100)	0	0	0	(100)	(100)	0	Capital schemes slippage, higher levels of cash resulting in more investment income
Bad debts	6	0	0	0	6	9	3	
Miscellaneous	13	0	36	4	53	55	2	BLC reimbursement of costs - transferred to earmarked revenue reserve
Interest payable	190	0	0	0	190	190	0	
Budgeted Contributions to reserves	2,544	0	0	0	2,544	2,544	0	

<b>Total</b>	<b>42,456</b>	<b>(500)</b>	<b>(317)</b>	<b>(282)</b>	<b>41,358</b>	<b>40,565</b>	<b>(793)</b>	
<b>Funding</b>								
Council Tax	(24,513)				(24,513)	(24,513)	0	
Collection Fund Surplus (council tax)	(328)				(328)	(328)	0	
Business Rates Retention scheme	(8,701)				(8,701)	(8,701)	0	
Collection Fund Deficit (business rates)	69				69	69	0	
RSG	(8,843)				(8,843)	(8,843)	0	
Business Rates grants	(271)	0	0	0	(271)	(293)	(22)	Additional Business Rates
Provision for non collection of funding	131	0	0	0	131	5	(126)	Unused provision
<b>Total Funding</b>	<b>(42,456)</b>				<b>(42,456)</b>	<b>(42,604)</b>	<b>(148)</b>	
<b>Net Budget / Outturn / Variance</b>	<b>0</b>				<b>(1,098)</b>	<b>(2,039)</b>	<b>(941)</b>	

Appendix 1a  
Cheshire Fire Authority Revenue Budget 2015-16 estimated outturn

Departmental Costs	2015-16 outturn																Notes
	Original Budget £000	Budget adjustments			Expenditure			Income			Reserve Movements			Net Expenditure/ (Income)			
		Qtr 1 £000	Qtr 2 £000	Qtr 3 £000	Revised Budget after Qtr 3 £000	Outturn £000	Variance £000	Revised Budget after Qtr 3 £000	Outturn £000	Variance £000	Revised Budget after Qtr 3 £000	Outturn £000	Variance £000	Revised Budget after Qtr 3 £000	Outturn £000	Variance £000	
Service Delivery	19,814		89	(47)	20,090	19,761	(329)	(25)	(43)	(18)	(210)	(158)	52	19,855	19,560	(295)	Underspend due to lower than budgeted on call activity.
Protection	1,836	(100)	(75)	(82)	1,640	1,550	(90)	(50)	(52)	(2)	(12)	67	79	1,578	1,565	(13)	
Prevention	1,972		(76)	(84)	2,837	2,661	(176)	(953)	(812)	141	(72)	(63)	9	1,812	1,786	(26)	Underspend on pay underspend offset by Princes Trust reduction in income
Operational Policy and Assurance	3,579		166	88	3,859	3,794	(65)	(153)	(170)	(17)	127	206	79	3,833	3,830	(3)	
Executive Management	706		8	3	730	744	14	0	(16)	(16)	(13)	(13)	0	717	715	(2)	
Fleet	1,463		(60)	13	1,541	1,497	(44)	(110)	(113)	(3)	(15)	(13)	2	1,416	1,371	(45)	Underspend on fuel.
Property Management	1,649		(45)	(21)	1,946	1,789	(157)	(340)	(337)	3	(22)	112	134	1,584	1,564	(20)	Underspend on utilities, grounds maintenance and cleaning costs
ICT	1,701		(120)	0	1,810	1,672	(138)	(196)	(210)	(14)	(33)	44	77	1,581	1,506	(75)	Underspend on hardware and software costs
People and Development	1,372		(46)	23	1,373	1,331	(42)	(8)	(19)	(11)	(16)	29	45	1,349	1,341	(8)	
Finance	474		(43)	(24)	498	477	(21)	(91)	(83)	8	0	0	0	407	394	(13)	Underspend due to vacant posts
Planning, Performance & Comms	1,343		(15)	(68)	1,606	1,577	(29)	(180)	(162)	18	(166)	(174)	(8)	1,260	1,241	(19)	Underspend on photocopiers
Legal, Democratic and Member Services	500		11	(11)	514	497	(17)	0	0	0	(14)	0	14	500	497	(3)	
Procurement and stores	576		0	0	558	498	(60)	(8)	(11)	(3)	26	94	68	576	581	5	
Public Services Transformation	0		139	(1)	386	381	(5)	(247)	(242)	5	0	0	0	139	139	0	
Safety Centre	159		(34)	(26)	88	82	(6)	0	0	0	11	17	6	99	99	0	
<b>Other costs</b>																	
Contribution to UPAs	100		0	0	100	70	(30)	0	29	29	0	1	1	100	100	0	
Contingency	250		0	0	250	0	(250)	0	0	0	0	0	0	250	0	(250)	Service contingency not used during 2015-16
General Insurance	352	0	0	0	352	185	(167)	0	0	0	0	168	168	352	353	1	
Inflation	657	(400)	(220)	(23)	15	0	(15)	0	0	0	0	0	0	15	0	(15)	Underspend on wage inflation and non pay inflation
Minimum Revenue Provision	726	0	0	0	589	588	(1)	0	0	0	137	137	0	726	725	(1)	
Audit Fees	94	0	(32)	0	62	58	(4)	0	0	0	0	0	0	62	58	(4)	
Non distributed employee costs	435	0	0	(26)	541	754	213	0	0	0	(132)	(356)	(224)	409	398	(11)	Pension costs adjustments
Allocation of second homes council tax	45	0	0	0	45	44	(1)	0	0	0	0	0	0	45	44	(1)	
Interest receivable	(100)	0	0	0	0	0	0	(200)	(224)	(24)	100	124	24	(100)	(100)	0	Capital schemes slippage, higher levels of cash resulting in more investment income
Bad debts	6	0	0	0	6	9	3	0	0	0	0	0	0	6	9	3	
Miscellaneous	13	0	36	4	65	75	10	0	(82)	(82)	(12)	62	74	53	55	2	BLC reimbursement of costs - transferred to earmarked revenue reserve
Interest payable	190	0	0	0	102	102	0	0	0	0	88	88	0	190	190	0	
Budgeted Contributions to reserves	2,544	0	0	0	0	0	0	0	0	0	2,544	2,544	0	2,544	2,544	0	
<b>Total</b>	<b>42,456</b>	<b>(500)</b>	<b>(317)</b>	<b>(282)</b>	<b>41,603</b>	<b>40,196</b>	<b>(1,407)</b>	<b>(2,561)</b>	<b>(2,547)</b>	<b>14</b>	<b>2,316</b>	<b>2,916</b>	<b>600</b>	<b>41,358</b>	<b>40,565</b>	<b>(793)</b>	
<b>Funding</b>																	
Council Tax	(24,513)													(24,513)	(24,513)	0	
Collection Fund Surplus (council tax)	(328)													(328)	(328)	0	
Business Rates Retention scheme	(8,701)													(8,701)	(8,701)	0	
Collection Fund Deficit (business rates)	69													69	69	0	
RSG	(8,843)													(8,843)	(8,843)	0	
Business Rates grants	(271)													(271)	(293)	(22)	Additional Business Rates
Provision for non collection of funding	131													131	5	(126)	Unused provision
<b>Total Funding</b>	<b>(42,456)</b>													<b>(42,456)</b>	<b>(42,604)</b>	<b>(148)</b>	
<b>Net Budget / Outturn / Variance</b>	<b>0</b>													<b>(1,098)</b>	<b>(2,039)</b>	<b>(941)</b>	

Appendix 2

Capital Programme 2015-16 estimated outturn monitoring report

Project	Approval Year	Approved funding £000	Expenditure			Funding remaining £000	Notes
			brought forward £000	2015-16 £000	Total £000		
ICT Review	2011-12	385	311	0	311	(74)	To be used to fund server replacement - subject to BLC
Mobile Working	2012-13	152	131	0	131	(21)	Complete.
Four Wheel Drive Resilience	2011-12			9	9	9	
Poynton Station	2012-13	140	138	0	138	(2)	Complete.
Lymm	2013-14 / 2014-15 / 2015-16	9,159	781	892	1,673	(7,486)	Ongoing.
Penketh	2013-14 / 2014-15 / 2015-16	3,403	185	2,014	2,199	(1,204)	Ongoing.
Powey Lane (M53/M56)	2013-14 / 2014-15 / 2015-16	3,523	144	1,772	1,916	(1,607)	Ongoing.
Alsager	2013-14 / 2014-15 / 2015-16	1,340	882	441	1,323	(17)	Scheme complete, some fees still due
Appliance Replacement Programme	2014-15	560	9	441	450	(110)	Complete - 2 vehicles delivered Oct 15.
Hydraulic Platform	2014-15	700	0	110	110	(590)	Ongoing, in build, delivery May 16. Substantial underspend.
HQ Boiler Replacement	2014-15	300	247	29	276	(24)	Scheme complete
Cadet Vehicles	2014-15	72	31	32	63	(9)	Scheme complete
Appliance Replacement Programme	2015-16	840	0	0	0	(840)	Scheme out to tender
Hydraulic Platform	2015-16	700	0	110	110	(590)	In build
Four Wheel Drive Resilience	2015-16	55	0	52	52	(3)	Complete - vehicle delivered Sept 15.
Line rescue vehicle	2015-16	50	0	0	0	(50)	Vehicle on order, slight overspend
Driver training vehicle	2015-16	16	0	0	0	(16)	Vehicle on order, slight overspend
Minibus	2015-16	30	0	0	0	(30)	On hold pending PTT review.
Support vehicles	2015-16	20	0	0	0	(20)	Vehicle on order, slight overspend
Mobile Data Terminals	2015-16	170	0	157	157	(13)	Scheme complete
System development	2015-16	300	0	0	0	(300)	Subject to systems review and BLC
Server replacement programme	2015-16	15	0	0	0	(15)	Subect to BLC
Capital contingency	2015-16	111	0	0	0	(111)	Contingency funding only.
<b>Total</b>		<b>22,041</b>	<b>2,859</b>	<b>6,057</b>	<b>8,916</b>	<b>(13,125)</b>	

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**APPENDIX 3**

**SERVICE PLANS 15-16**

**Departmental Performance Summary Report Q4 (January – March 2016)**

**1. FINANCE**

**Head of Department Executive Summary (End of Year – Q4):**

During the year the Finance department has achieved the following key objectives :

- The Authority’s Medium Term Financial Plan and budget for 2016-17 were approved by Members in February
- The Annual Accounts were completed on time and received an unqualified audit report
- Financial reports to Members were embedded in the quarterly performance reports to Policy and Overview Committee
- The department supported colleagues by ensuring that the financial aspects of new initiatives were properly considered
- The Authority’s treasury management activity was managed to maximise benefit within an acceptable risk envelope
- The Authority successfully moved its insurance from a traditional supplier to a jointly owned mutual arrangement, facilitated by the Finance Department.
- Work has begun on ensuring that data held by the Authority relating to financial matters is as accurate as possible to facilitate the move to the Police Headquarters.
- The planned training session for budget managers will now be rescheduled into 2016-17.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Savings achieved against VfM target	£792,000	£1 Million	n/a

**Headline Performance Commentary**

Value for Money reviews generated £792,000 of savings, with the following savings reversed:

- £75k group manager
- £25k HR VFM
- £10k Planning, Performance & Communications VFM

**Financial Performance:**

**Financial Performance Commentary**

The department was underspent against revised budget around £13k as a result of continuing vacancies.

**Equality & Inclusion Information:**

**End of Year (Q4) Finance Reporting:**

The Finance Department continues to work within Equality and Diversity colleagues and offers advice where necessary.

**2. ICT**

**ICT Department Executive Summary (End of Year – Q4):**

- Bluelight – The Head Of ICT has jointly led the overall ICT programme workstream and the team is programmed to co-locate to Clemonds Hey in April 2016
- New stations – Alsager, resources now allocated for remainder of the new builds (Penketh, Powey Lane and Lymm)
- Cumbria agreement / income - Collaboration with Cumbria FRS who have purchased our in house developed FireCore system for managing fire fighter risk information along with providing a revenue stream to Cheshire for supporting the system
- HQ security test completed
- The department is awaiting further intelligence from the national project team to support implementation locally of the Emergency Services Network Programme

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Service availability of the ICT Service to users during core working hours	TBC	99%	

**Headline Performance Commentary**

Figures not available

**Financial Performance:**

**Financial Performance Commentary**

There has been an underspend against revised budget of around £75k. This is a result of reduced software and hardware costs. The department has made savings in relation to the organisational review some of which have been taken early.

### 3. LEGAL & DEMOCRATIC SERVICES

#### Head of Department Executive Summary (End of Year - Q4):

Key Activities achieved include:

- New Builds – all contracts in place.
- Safer Cheshire Ltd registered at Companies House as a company limited by guarantee and work is progressing on the governance arrangements for the company.
- Continuing to provide guidance and support to implement the Blue Light Collaboration Programme and IRMP projects (e.g. ERP2)
- Work on configuration and implementation of the electronic decision-making management system on track and scheduled to 'Go Live' in June 2016.
- Positive feedback received from Members following the delivery of the 2016/17 induction programme for new Members.

A number of activities have been delayed or impacted upon by the Blue Light Collaboration programme and where appropriate, these activities will be reviewed as part of the development of the 2016-17 departmental plan.

#### Financial Performance:

##### [Financial Performance Commentary](#)

Currently no issues to report

#### Equality & Inclusion Information:

##### [Quarterly Equality & Inclusion Reporting:](#)

Democratic Services continue to accommodate Fire Authority Members equality and diversity needs when arranging events, meetings and visits.

### 4. OPERATIONAL POLICY & ASSURANCE (OPA)

#### Head of Department Executive Summary (End of Year – Q4):

OPA have achieved all targets and all projects have been. The successful procurement of two aerial ladder platforms with state of the art safety features as well as enhanced operational capabilities has been completed. Operational training is on target for the year, with the team now looking forward to planning and developing future models for the provision of training though this dependent on the outcome of ERP2.

Financially, the final outturn position is an under spend of £48k split between Fleet Services (45k) and other OPA areas (3k). An additional recharge of £24k from Merseyside FRS relating to the Bosley incident has been offset by compensating savings from the internal completion of Respirator Face Fitting within existing resources along with increased income from COMAH exercises, and additional Critical Incident Management Training. The Fleet Services underspend is almost entirely due to lower fuel costs.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Red fleet availability	99%	100%	↔
Core Skills Training Completed	104%	100%	↑
Working Days Lost to Injury	61	113	↓

**Headline Performance Commentary**

Red fleet availability ends the year slightly under target, with static performance form last year. For 7 months of 2015/16, workshops was running with 1 less technician.  
 The achievement of another effective operational training year has been attributed to excellent cooperation between OTG, the OP&A Admin hub and front line staff.  
 Working days lost to injury are at an all time low, with improved reporting safety systems, mechanisms and reporting of near misses.

**Financial Performance:**

**Financial Performance Commentary**

The final outturn position is an underspend of £48k split between Fleet Services (45k) and other OPA areas (3k). An additional recharge of £24k from Merseyside FRS relating to the Bosley incident has been offset by compensating savings from the internal completion of Respirator Face Fitting within existing resources along with increased income from COMAH exercises, the supply of a Fire appliance for private works and additional Critical Incident Management Training. The Fleet Services underspend is almost entirely due to lower fuel costs.

## 5. PEOPLE and DEVELOPMENT

### People and Development Executive Summary (End of Year - Quarter 4):

This year presented a number of challenges for the People and Development function, but at the same time saw some significant progress against objectives and the provision of support and contributions to IRMP projects.

The Talent Management agenda has been a key area of focus throughout the year and specific emphasis has been placed on the design and planning of the Service's first Apprenticeship programme for operational firefighters. To ensure that the outputs in terms of skills and experience are relevant for a modern day firefighter more emphasis was placed on prevention, protection and business activities and a wider range of qualifications were incorporated. It is hoped that this broader curriculum coupled with the requirement for individuals to engage in a Princes Trust course prior to joining the Apprenticeship Scheme will generate highly knowledgeable, disciplined and skilled individuals for recruitment to permanent trainee firefighter opportunities. Typically it takes 18 months for a trainee firefighter to reach competence. We are hopeful that on the strength of completing our proposed apprenticeship scheme, individuals will achieve competence within 9-12 months which will provide a tangible and highly beneficial return on the initial apprenticeship investment.

Following an analysis of staff survey results and in light of the challenges ahead associated with ERP2, the People and Development team have also designed a new "Step Up" leadership programme specifically for Watch Managers. The new "Step Up" Watch Manager Development programme is in the final stages of design for launch during the Summer of 2016.

Blue Light Collaboration has been a key theme during the year with necessary preparatory work undertaken to understand the viability of future partnership and service delivery arrangements.

Other key activities that were undertaken over the course of the year included:

- Successful migration of all operational staff from a 4 weekly pay cycle to a monthly cycle. This harmonisation to one pay cycle has released capacity within the team and has created a more cost efficient and cohesive process.
- Development and launch of a new Leadership Appraisal process for middle and senior managers which prompts discussion around outputs, behaviours and career planning which will provide an important link into workforce and succession planning activities.
- Development and launch of Pension Board arrangements to comply with new DCLG requirements.
- Development of Talent Management case study for inclusion as an example of best practice on Skills for Fire and Rescue website.
- Completion of Member Development review and creation of new training prospectus.
- Management of on call recruitment campaigns for existing and new stations in line with IRMP objectives and timescales.
- Review and launch of new corporate induction and work experience programme.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Staff sickness-Grey book	3.68	5.5 days per annum	↓
Staff sickness-Green book	2.86	5.5 days per annum	↓
<b>Headline Performance Commentary</b>			
Sickness overall for the service is at an all time low – 3.46 days/shifts lost per person on average. This has been attributed to the robust attendance management policy, regular meetings and ensuring amended/modified duty systems are put in place wherever possible.			

**Financial Performance:**

<b>Financial Performance Commentary</b>
The department's outturn is close to budget.

**6. PLANNING PERFORMANCE & COMMUNICATIONS**

**Planning Performance & Communications Executive Summary (End of Year Q4):**

This was a year of major achievement for the department despite significant internal and external challenges and against a backdrop of the tragedy of the Bosley wood mill explosion. Despite significant pressure and massive media attention the team provided a highly professional communication service, with the approach highlighted as an example of media handling best practice by ITN.

The impact of the Bosley incident meant some smaller project deadlines had to be moved back but this did not impact on the main highlight of the year when the Service's campaign for smoke alarm legislation in private rented homes was finally approved by Parliament, with the department also leading on the delivery of a national communications and marketing plan on behalf of the sector and DCLG.

The Fire Authority's five year strategy was finalised, approved and published and used as a focus for engagement with key stakeholders and two major consultation programmes delivered – the fourth staff attitude survey and the formal consultation on IRMP 13. The department also led on the organisation's submission to Stonewall's workplace index which saw the Service acclaimed as the top blue light service in the country while staff also led the Service's appearance at the Cheshire Show which won an award for entertainment and engagement

The first phase of an organisational review programme was completed which generated £900,000 in revenue savings to meet the budget reduction target for 2016-17. The department has also been heavily involved in supporting the programme management of the blue light collaboration programme with Cheshire Constabulary as well as taking the lead on the communication and engagement workstream.

Some limited additional resources were brought in during the year to cope with the major demands on staff time caused by the blue light programme but capacity will continue to be a significant risk as teams prepare to move over to the police against demanding deadlines.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Website Visitors	570,559	341,252	↑
Public Satisfaction	90%* biennial		n/a
Staff Satisfaction	74%* annual		n/a

**Headline Performance Commentary**

The number of unique visitors to the Service website continued increased in volume in 2015/16, with a 47% annual increase recorded. This has mainly been attributed to targeted campaigns, signposting to the website from social media posts, major incidents such as Bosley and the M56 tanker RTCs and On Call recruitment.

**Financial Performance:**

**Financial Performance Commentary**

The end of year position was just 2% under the total revenue budget with slight overspends on consultation and digital media being offset by reductions in printing / photocopying costs.

**Equality & Inclusion Information:**

**Quarterly Equality & Inclusion Reporting:**

*Please provide end of year summary*

Further EIA training was delivered during the year and significant preparation was done on the development of evidence for the self assessment report. The terms of reference and approach of the Equality Task Group was reviewed and updates agreed, with the body now

## Quarterly Equality & Inclusion Reporting:

*Please provide end of year summary*

operating as the Equality Steering Group. The department led on the organisation's submission to Stonewall's workplace index which saw the Service acclaimed as the top blue light service in the country.

## 7. PREVENTION and PROTECTION

### Prevention and Protection Executive Summary (Quarter 4):

The year has not been without significant challenges, e.g. Bosley, the continuing austerity measures and continued resourcing issues. The Prevention & Protection team has continued to maintain its positive approach to exceed expectations in a number of areas.

The number of audits has slightly exceeded target expectations at year end despite a number of vacancies across the department. The year has seen three senior managers from the team seconded to the Bosley investigation, with other managers taking on additional responsibilities and refocusing resources to bridge this gap. The structure of the team has since been realigned into two delivery areas Cheshire East/Warrington and CW&C/Halton under two Station Managers. Operational crews have delivered 1,725 thematics slightly lower than target however changing shift patterns continues to have an impact on delivery.

Business safety visits have increased by over 20% this year, compared to only 6% last year, when the Business Safety Manager post was vacant. The team has also delivered a number of successful seminars on topics including Residential Care and the new fire safety laws for landlords.

UwFS continue to reduce as data quality from NWFC improves following implementation of the new policy last year and the Protection teams continue to work with NWFC to ensure that correct adherence to the policy is applied at all times. At year end 1,046 recorded calls was the lowest ever number of these incidents recorded.

Ongoing promotion of the benefits of sprinklers to high rise owners continues with a number of projects now complete or agreed to retro fit high rise blocks across Cheshire. In CW&C, Sanctuary has installed sprinklers in the common areas and 16 flats at Rowland Heights and intimated they may consider retrofitting more blocks in Blacon. We have been liaising with Plus Dane offering assistance with engaging with residents with a view to getting the sprinkler system commission/turned back on at Joseph Groome towers. Wulvern has expressed an interest in the project, as they are having to replace the pressurisation system in Waverley Court, Crewe. A recommendation to Wulvern's board is likely to include the provision of sprinklers. However, austerity measures continue to present challenges with several RSLs declining to fit sprinklers because of financial constraints. A presentation on the current status/future of the project was presented to Members at P&O Committee and the issue will be discussed further at the next Members' Sprinkler Group Meeting/Fire Authority.

The work to improve the relationships nationally with the heritage sector continues to develop with the setting up of regional groups, heritage represented at CFOA Business Safety Group and the re-establishment of Chester Fire Board.



Despite the Prevention Service delivery team continuing to be under-establishment for a significant part of the year over 15,000 HSA's were recorded (more than 20% above target).

All the smoke alarms received from government for the Private Landlord initiative have now been distributed.

The Prevention team has continued to work with partners including local Clinical Commissioning Groups and has agreed to extend the scope of the HSA visit to support the government's wider health and well-being agenda. HSA visits will become Safe and Well visits incorporating health messages in addition to our traditional fire safety advice. The Safe and Well element will be introduced during 16/17 in two phases:

- Phase 1 comprising: slips, trips and falls; bowel cancer screening; and, smoking cessation and alcohol reduction messages.
- Phase 2 will comprise: hypertension and blood pressure, and hospital discharge for over 65s admitted to ward for a fall.

Continued Arson prevention work and positive engagement with children and young people has contributed towards the continued reduction in the number of deliberate fires. Once again the Service saw a reduction in activity during the Bonfire period whilst other NW FRS's recorded increased activity.

Lead Advocates now able to book the Kitchen Safety vehicle directly and increased use of intelligence led targeting is being used to improve the impact of its use.

Re-alignment of the Road Safety team has seen more focussed local delivery. The team has achieved delivery targets and continues to support national/local campaigns. All school Road Safety visits were delivered in accordance with the Cheshire East contract and a review of the education packages is underway.

Youth Engagement activities continue to be high profile for the Service despite reductions in external funding and challenges facing the Princes Trust and cadet teams around recruitment of young people to the programmes. The fire cadets enjoyed a successful trip to Nepal to assist with the Classroom in the Clouds project. Alsager station now open with a cadet recruitment campaign in place.

Construction of Safety Central is underway and due for completion March 2017 with official opening date planned for September 2017. Team of three staff in place, focussed on detailed activity planning, marketing to schools and other user groups, commissioning creative installation and volunteer ranger recruitment. Establishment of Safer Cheshire Limited charity will support travel, volunteering and additional resources for the centre.

The work started by the Transforming Community Safety programme to join up the community safety cohort with troubled families' cohort became the bid for a programme to tackle Complex Dependencies. Three part-funded fire service posts have been created and will work in each of the integrated front door teams commencing May 2016.

There have been six fatalities in primary fires (a number attributed to the Bosley incident) and 46 injuries during 2015/16. The number of injuries is slightly over target, but projections suggest year on year decreases. Accidental dwelling fires have decreased compared to last year with fewer incidents of this type in the homes of people over pensionable age compared to the same period last year.

Deliberate fire activity has increased year on year, which was to be expected as a result of very low recorded activity during 2014-15. There is still a positive downward trend to be expected compared to activity levels five years ago. There have been positive reductions in both the numbers of fires and AFAs in non-domestic premises year on year.

The department is largely operating within budget with ongoing reviews of activities to realise efficiencies. The delivery of the Princes Trust Programme is increasingly challenging with cuts in funding to colleges having an impact on our ability to deliver/fund programmes.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
NI49ii Deaths in Primary Fires	6	0	↑
NI49iii Injuries in Primary Fires	46	35	↓
Accidental Dwelling Fires	394	390	↓
Accidental Dwelling Fires starting in kitchens	236 (60%)	n/a	↑
Accidental dwelling fires in homes with residents over pensionable age	97 (25%)	n/a	↓
Deliberate Fires	1,263	1,140	↑
BV207 Fire in Non Domestic premises	159	168	↓
BV149i False Alarms caused by AFA's	1,046	1,174	↓
HSA's delivered to high risk dwellings	25,430	25,000	↑
Gold address success rate	66%	65%	↑
Thematic inspections*	1,725	1,740	↓
NDP Fire Safety Audits	2,423	2,400	↑

### Headline Performance Commentary

There were 6 fire related fatalities in 2015-16, 3 as a result of the incident in Bosley, 2 in accidental dwelling fires and 1 in an outdoor fire. Injuries are over target, however year on year decreases have been recorded.

Accidental dwelling fires ended the year over target by just 3 incidents, however this equated to the second lowest number of these incidents ever recorded. There has been a slight increase in the percentage of accidental dwelling fires starting in kitchens, with the actual number increasing by just 1 incident. In line with the targeted delivery of Home Safety Assessments (HSAs), the percentage of incidents in dwellings involving residents over pensionable age has decreased year on year. In the HSA customer satisfaction survey, 99% of respondents were either very pleased or pleased with the HSA they received.

The number of deliberate fires increased compared to 2014-15, where unusually low numbers of incidents were recorded. 2015-16 recorded figures for deliberate fires lower than any year prior to 2014-15. Prevention teams continue to work with local authorities and business owners to reduce the occurrence of these incidents.

Indicators relating to fires and Automatic Fire Alarms (AFAs) in non domestic premises performed well in 2015-16, with the lowest figures ever recorded for both indicators. 47% fewer attendances were made to AFAs in non domestic premises in 2015-16 compared to 5 years ago.

Year on year improvements have also been made in the number of HSAs delivered to heightened risk homes and those completed from our most prioritised addresses. All homes on the highest risk dataset were offered an HSA and 66% accepted the offer.

### Financial Performance:

#### Financial Performance Commentary

Financial performance is largely within the approved budget for 2015-16 and overall departmental budgets continue to realise savings with a process of ongoing review of activities. Still experiencing underspend against pay budgets largely due to a number Watch Manager vacancies in Protection – a number have been filled on a temporary basis – awaiting go ahead for permanent recruitment in-line with Service's wider recruitment activities.

### Equality & Inclusion Information:

#### Quarterly Equality & Inclusion Reporting:

One of our priorities this year was to improve our understanding of our diverse communities and how our prevention and youth engagement programmes provide support and services to vulnerable groups. Mental health first aid training has taken place for youth engagement staff and other managers in the Prevention team. Protected characteristics such as disabilities, particularly hidden disabilities such as mental health and dyslexia are focused upon internally. Dementia Friends awareness sessions continue to be delivered to Service staff by our Partnerships Coordinator. Protection team and the Equalities and Inclusion officer are working with Asian business leaders in CW&C to improve engagement with local Asian business owners.

## 8. PROPERTY MANAGEMENT

### Head of Department Executive Summary (End of Year - Q4):

- Construction of the three new Fire Stations at Penketh and Powey Lane and Lymm are progressing well on site and according to budget and programme.
- Commercial redevelopment opportunities are currently being considered at Chester, Ellesmere Port and Crewe.
- The Police are now leading on the Estates Management Strategic Property Review. Arcadis property consultants have been appointed to undertake the review of all Blue Light service properties and also to advise on, and take a leading role in, the relocation of CFRS to the Police HQ.

### Departmental Performance:

Indicator	Year end		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Carbon use (tonnes)	2,220	1,871	↑

### Headline Performance Commentary

The target for this indicator is a 40% reduction in carbon emissions by 2020, with a baseline of 2009/10 carbon usage. Carbon emissions have increased for the year by 319 tonnes, of which is 73% (233 tonnes) attributable to fleet/fuel usage and 27% (86 tonnes) attributable to property. With the introduction of the four new fire stations, property emissions will increase and therefore consideration will need to be given to establishing a revised achievable target. It is believed that this is a more accurate recording of actual carbon use, as it incorporates an accurate record of vehicle fuel use, hence the slight annual increase.

### Financial Performance:

#### Financial Performance Commentary

The Property Management Dept. out turn figure is 1.025% below budget. This is mainly attributable to lower utility, grounds maintenance and cleaning costs and an increase in income from co-location and mast rental income.

### Equality & Inclusion Information:

#### Quarterly Equality & Inclusion Reporting:

All current and future building/development schemes include equal access and equality works to comply with the requirements of the Equality Act 2010

## 9. SERVICE DELIVERY

### **Service Delivery Executive Summary (End of Year – Q4):**

Along with delivering the day-today operational services, the Service Delivery Department continues to focus on the ERP2 project and preparations for the new stations at Penketh, Powey Lane and Lymm.

The new on call crew at Alsager is working well, they are on track for go live and have been mobilised to well over 100 incidents as a shadow pump. Penketh on-call have completed their initial training and have just started to respond to incidents as a shadow pump from Widnes fire station. A large number of whole-time have been recruited onto the on call at Knutsford and Stockton Heath so with the support of the existing on call staff the teams should be ready for go live when Lymm opens. Recruitment for Ellesmere Port and Crewe is not proving as successful. The project team is reviewing and refining its approach and will be ramping up efforts over the next few months.

The ERP2 Project has made excellent progress this year. The team have defined the operational configuration with the aim of achieving the required savings whilst meeting or exceeding the performance standards. The specials review is complete and will deliver significant savings, whilst improving specialist capabilities and resilience. The review of the flexible duty system is complete and a proposal has been tabled for consultation and negotiation. The proposal will save money whilst increasing the number of Station Managers out of hours to improve resilience. The review of service delivery is also complete and the new structure will save money whilst ensuring effective and proportionate support for stations. On call rewards and recognition has also been reviewed and proposals for improving rewards are currently being considered for implementation. The 'forced entry' pilot was a massive success. Fire crews have supported the Northwest Ambulance Service to enter into dozen of premises, thus speeding up care and reducing sufferings. The success means the pilot will be halted early and the forced entry service provision will be mainstreamed into normal business. The cardiac response project is also progressing well in partnership with NWS and Trade Unions. It is anticipated that by the end of June fire engines from four pilot stations will be mobilised to cardiac arrest incidents and will begin to save lives.

### **Headline Performance Commentary:**

Performance against the 10 minute standard remains over target, with a 2% increase in incidents meeting the standard when compared with 2014/15. 91% of dwelling fires were attended within the standard, with 77% of RTCs meeting the standard. This discrepancy is attributed most too the more accurate information received by crews in relation to incident location of dwelling fires compared to RTCs and travel times for motorway incidents.

On Call Availability recorded a 3% decrease year on year, attributed to low staff numbers in some areas and the impact of the policy for OICs and drivers. On Call recruitment and retention is to be reviewed in detail going forward, with managers completing regular reviews of staff numbers and any issues that may affect availability levels. Although there was a very slight decrease in satisfaction levels in relation to response times, overall satisfaction after incidents remains at 99%.

**Departmental Performance:**

Indicator	Year End		Year on Year Performance
	Performance	Target	
<b>Corporate Performance Scorecard Indicators</b>			
Performance against 10 minute standard	85%	80%	↑
On Call Availability	70%	85%	↓
After the incident - Residents very satisfied/satisfied overall	99%	100%	↔
Residents very satisfied/satisfied with response times	95%	100%	↓
Percentage of on call budget spent	79%	100%	n/a

**Headline Performance Commentary**

Performance against the 10 minute standard remains over target, with a 2% increase in incidents meeting the standard when compared with 2014/15. 91% of dwelling fires were attended within the standard, with 77% of RTCs meeting the standard. This discrepancy is attributed most to the more accurate information received by crews in relation to incident location of dwelling fires compared to RTCs and travel times for motorway incidents.

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Although there was a very slight decrease in satisfaction levels in relation to response times, overall satisfaction after incidents remains at 99%.

**Financial Performance:**

**Financial Performance Commentary**

The Service Delivery budget is around £300k underspent against revised budget. The main reason for this is that on call activity continues to fall below budgeted levels. This confirms some of the issues described above.

## 2015/16 Performance

A Cheshire where there are no deaths, injuries or damage from fires or other emergencies

Vision

IRMP Theme

Outcomes

Page 113

Outputs

### Protecting Local Communities

	Actual	Target	Year on Year	2014-15
Deaths in Primary Fires	6	0	↑	5
Injuries in Primary Fires	46	35	↓	51
Accidental dwelling fires	394	390	↓	401
- starting in kitchens	236 (60%)	n/a	↑	235 (59%)
- in homes with residents over pensionable age	97 (25%)	n/a	↓	129 (32%)
HSA evaluation - Residents very pleased/pleased	99%	100%	↑	98%
Deliberate fires	1,263	1,140	↑	1,045
Fires in Non Domestic Premises	159	168	↓	189
AFA's in Non Domestic Premises	1,046	1,174	↓	1,252

	Actual	Target	Year on Year	2014-15
HSAs Delivered to Heightened Risk	25,430	20,000	↑	24,057
Gold address success rate	66%	65%	↑	63%
Thematic Inspections Completed	1,725	1,740	↓	1,795
NDP Fire Safety Audits Completed	2,423	2,400	↑	2,414

### Responding to Emergencies

	Actual	Target	Year on Year	2014-15
10 Minute Standard	85%	80%	↑	83%
On Call Availability	70%	85%	↓	73%
Red Fleet Availability	99%	100%	↔	99%
After the incident - Residents very satisfied/satisfied overall	99%	100%	↔	99%
Residents very satisfied/satisfied with response times	95%	100%	↓	97%

	Actual	Target	Year on Year	2014-15
% On Call Budget Spent	79%	100%	n/a	n/a

### Developing the organisation

	Actual	Target	Year on Year	2014-15
Average Days/Shifts Lost to sickness	3.46	5.5	↓	4.18
ICT Core Service Availability	Not provided	99.9%		99.3%
Working Days Lost To Injury	42	113	↓	60
Website Visitors	570,559	341,252	↑	388,210
Carbon Use (tonnes)	2,220	1,871	↑	1,901
VFM Savings Against £1mil budget (£ Thousand)	792	1,000	n/a	n/a
Staff Satisfaction	74.0%	n/a		n/a

	Actual	Target	Year on Year	2014-15
Core Skills Training Completed	104%	100%	↓	107%

#### Performance key

- Positive performance against target by at least 10%
- Meeting target
- Within 10% of target
- Failing against target by at least 10%

#### Year on year direction key

- Positive direction of travel year on year by at least 10%
- Positive direction of travel year on year by up to 10%
- Negative direction of travel year on year by up to 10%
- Negative direction of travel year on year by at least 10%

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## CHESHIRE FIRE AUTHORITY

ITEM: 4

MEETING OF : CHESHIRE FIRE AUTHORITY  
DATE : 15<sup>th</sup> JUNE 2016  
REPORT OF : HEAD OF LEGAL & DEMOCRATIC SERVICES  
AUTHOR : DEMOCRATIC SERVICES MANAGER

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**SUBJECT : MEMBER DEVELOPMENT PROGRAMME  
2016-17 AND REVIEW OF MEMBER  
DEVELOPMENT 2015-16**

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### Purpose of Report

- 1 This paper presents the proposed Member Development Programme for 2016/17 for approval (**attached as Appendix 1**).
- 2 The Member Training and Development Group (MTDG) also requested that a report be submitted to the Fire Authority that provided a review of the Service's member development activities over the last year. The report includes a summary of the delivery of the Member Development Programme and progress on the implementation of the Member Development Strategy 2014-16 (**attached as Appendix 2**).

### Recommended: That

- [1] **the 2016/17 Member Development Programme (Appendix 1) be approved; and**
- [2] **the review of Member Development activities for 2015-16 (Appendix 2) be noted; and**

### Member Development Programme 2016/17

- 3 The draft 2016/17 Member Development Programme was presented to the MTDG at its meeting on 25<sup>th</sup> April 2016 and it was recommended that the programme be submitted to the Fire Authority for approval.
- 4 The proposed Member Development Programme covers the generic training and development sessions scheduled for 2016/17. It also incorporates the induction programme for new Members and some core modules that have been identified in Members Personal Development Reviews (PDRs).

- 5 All Members have completed a PDR in 2015/16 and the outcomes of the training needs analysis has been discussed by the MTDG and fed into the annual programme, where appropriate. Democratic Services will work with People and Development to develop a programme for delivery of individual training needs based on priority.

### **Financial Implications**

- 6 The cost of delivering the programme will be met from within the existing budget allocation for Member development. The need for any additional resources as the programme is developed will be monitored during the year and the delivery of the programme will need to be prioritised accordingly.

### **Legal Implications**

- 7 There are no specific legal implications from this report. However member training will assist Members when they are making decisions and therefore help to ensure that the Fire Authority meets its statutory requirements.

### **Equality and Diversity Implications**

- 8 There are no specific equality and diversity implications. However Equality and Diversity Training for Members is now included in the Induction Programme for new Members to be carried out within the first 6 months of joining the Authority and as a core module on the Member Development Programme.

### **Environmental Implications**

- 9 There are no specific environmental implications from this report. Environmental Awareness Training for Members is included in the Induction Programme for new Members and updates will be considered for inclusion in any future Member Training Programmes.

### **Background Documents**

None



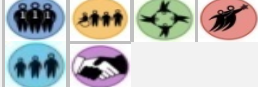

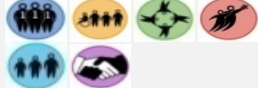
**CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD  
TEL [01606] 868804**

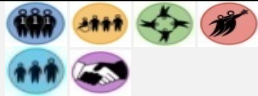

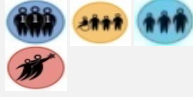





# **MEMBER TRAINING & DEVELOPMENT PROGRAMME 2016/17**



## MEMBERS DEVELOPMENT PROGRAMME 2016/2017

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINK TO CORE VALUES
<b>2016</b>					
9 June	Induction Session 1	Core Functions of the Fire Authority Fire Authority Constitution Induction Pack Briefing on CFA Annual meeting	To provide an overview of the roles and responsibilities of the Fire Authority and to brief new Members in preparation for the annual Fire Authority meeting.	For New Members (Existing Member reps to be invited)	
16 June	Induction Session 2	Welcome and Overview of Cheshire Introduction to the Authority's Corporate Planning Process and Five Year Strategy Tour of HQ	On rise of CFA AGM: To provide an overview of the organisation and the Authority for New Members and set the scene for the first Members Planning Day session	For New Members (Existing Member reps to be invited)	
24 June	Planning Day	IRMP 13 : Progress Update IRMP 14 : Development of proposals and budget considerations	To engage with Members on the development of the future direction of the Service	All Member event	
June-July	Induction Session 3	Consultation and Integrated Risk Management Plan Update Overview of Service Delivery and Service Support	To set the scene for the Members Planning Day sessions and provide new Members with some background information on the Authority's structure	For New Members (Existing Members to be invited)	
9 July	Planning Day	IRMP 13 : Progress Update IRMP 14 : Development of proposals and budget considerations	To engage with Members on the development of the future direction of the Service	All Member event	

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	
9 Sept	Planning Day	IRMP 14: Development of Proposals	To engage with Members on the development of the future direction of the Service	All Member event	
21 Sept	Induction Session 4	Finance & Budget Setting National and Regional Overview	On rise of CFA To provide an overview of the Authority's financial arrangements and requirements and the national and regional structures in relation to Fire.	For New Members & Members who have identified training needs	
Oct-Dec	Core Module	Equality & Diversity Update	To ensure that Members are kept updated with new legislation and changes to the Equality agenda within the Service.	All Member event	
11 Nov	Planning Day	Budget 2017/18 IRMP14	To engage with Members on the development of the future direction of the Service	All Member event	
November	Visit	Operational Training facilities and Incident Command Suite	To provide an overview of the Service's Training programme and in-house facilities	New Members (all Members to be invited)	
Check dates	Visit	Observe Cluster Exercises – various locations	To raise awareness of the different scenarios which the Fire Service deal with and the measures in place in respect of the Services response to incidents.	All Members will be invited to attend an exercise in their local area	

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	
23 Nov	Induction Session 5	Equality & Diversity Policies and Procedures Risk Management	To provide an overview of E&D within the Fire Service and to ensure that Members are aware of their responsibilities in their new role To provide an overview of the Authority's risk management arrangements	For New Members	
<b>2017</b>					
13 Jan	Planning Day	Budget 17/18 IRMP14 Consultation Feedback	Financial and Strategic Priorities	All Member event	
Jan- Apr	Core Module	Health & Safety Environmental Awareness	To ensure that Members are kept updated with new legislation and changes to the H&S and Environmental agenda within the Service	All Member event	
Jan-Apr	Induction Session 6	Health & Safety Environmental Awareness	To provide an overview of Health & Safety in the Service and to ensure Members are aware of their responsibilities in their new role.	New Members	
Jan-Apr	Briefings	Roles/Functions of Departments Briefing sessions with assigned Officer buddy/relevant Head of Department Visit to North West Fire Control	To raise Members awareness of the roles and functions of the various departments within the organisation	New Members	
<b>KEY TO CORE VALUES</b>					
<b>Delivering Our Promises</b>		<b>Aiming for Excellence</b>		<b>Promoting Equality and Diversity</b>	
<b>Putting Customers First</b>		<b>Developing and Respecting Our People</b>		<b>Working Together</b>	

**Other Events/Training Sessions available for 2016/17:**

**Fire Service College Visits:** Members who have not yet attended a Fire College visit and Members who have identified FSC day visit on their personal development plans will be invited to the next batch of Fire College weekends. Next series of Fire Service College visits are 3-4 and 24-25 September.

**Road Safety: Think Drive Survive Courses/Driver Engagement Days:** These road safety events are scheduled throughout the year and all Members are invited to attend as part of their own training/ development. The dates for 2016/17 courses are available on request and Members are asked to contact Democratic Services if they wish to attend one of the courses.

**Visit to Stations:** These can be arranged by contacting Democratic Services who will co-ordinate the visit for you.

<p><b><u>Training/Development from Personal Development Reviews :</u></b> Democratic Services will liaise directly with individual Members in respect of the delivery of training identified on the Personal Development Plans which will include national and regional training sessions where appropriate: <b>Station Management Structures</b> – Session to be held at each UPG meeting. <b>ICT/Intranet Training</b> – Session to be held on rise of June/July Members Planning Day to include overview of the new committee management system. <b>BLC Communications</b>– Regular updates scheduled for Committee and Members Planning Days, as appropriate.</p> <p><b><u>Training/Development associated with Member Champion Roles</u></b>  Pensions Board – Role and Responsibilities  Note: Training for other Member Champion roles to be determined following appointments in June 2016</p>	<p><b><u>Training/Development associated with Committees</u></b> Dates to be arranged as part of the Committee timetable where possible.</p> <p><b>Policy Committee</b> Training                      Financial Regulations - carried out as part of Closure of Accts Committee meeting</p> <p><b>Governance and Constitution Committee</b> Seminar                      Corporate Governance issues</p> <p><b>Performance &amp; Overview Committee</b> Seminar                      Scrutiny Role</p> <p><b>Brigade Manager Pay and Performance Committee</b> Briefings                      Appraisal System – Cheshire Fire Recruitment &amp; Selection Processes (held prior to meetings, as required)</p> <p><b>Joint Consultative Committee</b> Briefings                      Role of JCC Trade Union Protocol (held prior to meetings, as required)</p>
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Appendix 2 to Item 4  
Fire Authority  
15 June 2016



## Member Training and Development Group Review 2015-16

Version: 1.0  
May 2016

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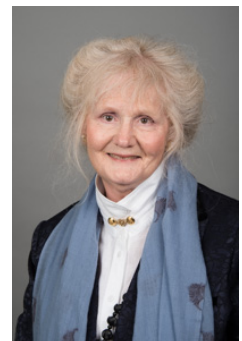
## 1. FOREWORD

*The Fire Authority has continued to maintain the standards that have already been achieved in the delivery of its Member Development activities throughout 2015-16. Due to the large number of new Members this year the focus of these activities has been on the induction programme for new Members. The feedback received from Members involved in the induction progress has been extremely positive and all of the induction sections have been very well received. These sessions have been well attended by new Members and I would like to take this opportunity to thank them for their participation.*

*The Member Training and Development Group (MTDG) continue to develop, monitor and review Member Development activities and I would like to take this opportunity to thank my fellow Members on the Member Training and Development Group (MTDG) for their continued input and enthusiasm during 2015/16. I would also like to thank all Fire Authority Members for their attendance and contributions to the Authority's Member Development programme throughout 2015/16 and for helping the Authority maintain its 100% completion rate for Members PDRs. Finally a big thank you to all the staff who have supported the programme throughout the year.*

*Although it is disappointing that the Authority has not been able to attain Level 2 within the original timescale the Member Training and Development Group will continue to pursue this and will take this objective forward into the next Member Development Strategy. The development of the Strategy for 2016-2018 has now commenced and the journey continues.....*

Councillor Dorothy Flude  
Chair, Member Training and Development Group



## 2. INTRODUCTION

The Authority remains committed to ensuring that all Members have access to and undertake adequate training and development opportunities to better enable them to fulfil their roles as Fire Authority Members. This report provides a review of the Member Development activities that the Authority has undertaken during 2015-16 and the work carried out by the Member Training and Development Group.

The Member Training and Development Group have continued to take a lead role in implementing the Member Development Strategy which covered the period for 2014 to 2016. They will also lead on the development of the 2016-18 Strategy which will focus on maintaining the standards already achieved; continuous improvement and development of the current provision; and, at the appropriate time, working towards level 2 of the Charter.

## 3. MEMBERSHIP AND ROLE OF THE MEMBER TRAINING AND DEVELOPMENT GROUP

- 3.1 The Cheshire Fire Authority's Member Training and Development Group is a cross –party group composed of four Fire Authority Members and an Independent non-political Member (who is also a member of the Authority's Governance and Constitution Committee).

### **Membership for 2015/16**

Councillor D Flude (Chair)

Councillor P Harris

Councillor S Parker

Councillor N Wright

Mr R Garner (Independent Non-elected Member)

### 3.2 Terms of Reference

#### **MEMBERSHIP**

The Group shall comprise of four Members and one independent non-elected member.

Membership of the Group will be determined by the Fire Authority at its Annual Meeting in June.

#### **RESPONSIBILITIES**

The role of the Member Training & Development Group is:

Advise the Fire Authority on the development, monitoring and evaluation of a Member Training and Development Programme to ensure that Members' training needs are being met;

Advise the Fire Authority on developing, monitoring and reviewing the Member Development Strategy and ensuring that the Member Development Programme

is developed in line with this strategy and to meet individual member development needs.

This Group reports directly to the Authority on matters relating to the Member Development.

#### **4. MEMBER TRAINING AND DEVELOPMENT GROUP WORK PROGRAMME 2015/16**

4.1 The Member Training and Development Group meets on a quarterly basis to carry out its roles and functions in respect of the development, monitoring and evaluation of Member Development activities for Fire Authority Members.

4.2 The Group plays a key role in assisting Officers with Member Development activities and key areas of work that the Group have carried out during 2015/16 include:

Implementation and quarterly monitoring of the Member Development Strategy 2014-16;

Review of Strategy objectives and evaluating the value of pursuing them;

Development of Member Development Programmes for 2015/16 to link to new Members induction sessions;

Quarterly monitoring and evaluation of programme delivery for 2015/16;

Review of future Personal Development Review programme;

Review of actions required in respect of NW Charter Level 2;

Evaluation of Induction Programme and agree programme for 16/17.

#### **5. MEMBER DEVELOPMENT STRATEGY 2014-16 – IMPLEMENTATION**

5.1 The Member Training and Development Group developed the Member Development Strategy 2014-16 which was presented to the Fire Authority on 24<sup>th</sup> September 2014. The Strategy set out the Authority's strategic direction in respect of Member Development for 2014-2016.

5.2 The implementation plan for the Strategy will be monitored on a quarterly basis by the MTDG and a copy of the progress plan is attached as an appendix to the report (see Appendix 1 attached). A brief outline of the objectives and progress to date is detailed below:

##### **Objective 1 – Identify and prioritise Members Training and Development Needs**

Personal Development Review (PDR) interviews have been completed for all Fire Authority Members within the agreed timescales. The outcomes were reported to the MTDG in March and have been fed into the Member Development Programme for 2016/17, where appropriate. The Leadership Development Advisor has developed a prospectus, which provides details of a range of training and development activities for Members, to support the process.

**Objective 2 – Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members**

The MTDG has reviewed the PDR process and agreed that the current process worked very well. The review programme re-commenced in December 2015 and all PDRs were completed by March 2016. The Learning Development Advisor provided feedback received from Members in respect of the forms being used and the MTDG would review these prior to the delivery of 2016/17 PDRs to ensure they remain fit for purpose.

**Objective 3 – Provision of an annual Member Development Programme that is in line with priorities identified and within available resources**

The annual Member Development programme is developed in conjunction with the Member Training and Development Group and the programme covers the generic development sessions scheduled for the coming year. The programme also incorporated some core modules which had been identified through Personal Development Reviews.

Members feedback from training events held during 2015/16 has again been very positive. Excellent feedback continues to be received in respect of Members Planning Days. These sessions provide Members with a lot of the information they require to assist them in making informed decisions about the Service's future. Along with the regular Prince's Trust and Respect events Members have also attended a number of Road Safety events held throughout the year, impact days/cluster exercises with operational crews and Fire Station Open Days. A number of Members visited Fire Service College to observe the operational crews on training exercises held there and have also spent the morning with OPA staff at HQ. Members have also been on visits to North West Fire Control and Cheshire Police HQ. These events help to enhance Members knowledge on the wide remit of the Service's work and its positive impact on the communities of Cheshire.

**Objective 4 – Delivery of a comprehensive and effective Induction process for new Members**

The MTDG reviewed the proposals for the 2015/16 induction process with the Democratic Services Manager and work was also carried out with People and Development to ensure that the information provided to new Members aligned with the Service's corporate induction and was available electronically, where possible.

Key documents and induction information are now available on a memory stick, should a Member prefer to have electronic copies. Rob Garner (independent member) attended the initial session to represent the Member Training and Development Group and existing Members were encouraged to come along to sessions. New Members provided feedback on the initial induction sessions and a summary of the feedback was submitted to the MTDG. All the feedback received was very positive and Members are satisfied with the delivery of the induction programme and its content.

### **Objective 5 – Member Mentoring Scheme**

**Development of a Framework/protocol to provide guidance on the operation of the scheme.**

Following discussions at MTDG in September it has been agreed that there was no requirement to introduce a more formal arrangement. The group felt that in-house arrangements such as Member-Officer buddies gave Members sufficient support for their role.

### **Objective 6 – Member Champions**

**Maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit**

The MTDG discussed the development of Member Champion roles and training and development opportunities for Member Champions and it was agreed that Democratic Services would carry out some research on courses/networks that may be available and also ensure in-house opportunities were identified. Development opportunities identified would be picked up with the Leadership Development Advisor and he could then discuss them with the relevant Members at Personal Development interviews.

### **Objective 7 - Continuous Development**

The MTDG have continued to explore the possible themes to be used to progress in respect of Level 2 of the Charter. However they agreed that the work should be deferred until the Blue Light Collaboration programme was implemented. Members felt that Officers should concentrate on ensuring that scheduled Member Development activities are delivered during this time.

## Appendix 1

### Member Development – Implementation Plan: Quarterly Monitoring 15/16

<u>Objective</u>	<u>Key Actions</u>	<u>Responsible Officers</u>	<u>Target Date</u>	<u>Progress</u>
1. Identify and prioritise Members Training and Development Needs	1.1 Complete Annual Personal Development Reviews and Development Plans for all Members	People and Development/ Democratic Services	Jan-15 Jan-16	Complete- March 15 Complete – March 16
	1.2 Complete a initial Personal Development Review and develop personal development plans for newly elected Members as part of the induction programme	People and Development/ Democratic Services	Dec-14 Dec-15	Complete- March 15 Complete – Jan 15
	1.3 Carry out Training Needs Analysis based on outcomes of PDRs and Members PDPs and develop a programme for delivery of needs based on priorities.	People and Development/ Democratic Services	Feb-15 Feb-16	To be fed into 2016/17 development programme
2. Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members	2.1 Carry out a review of the current PDR process to ensure that it remains effective for experienced and new Members.	People and Development/ Democratic Services	Mar-15	Members content with current process
3. Provision of an Annual Member Development Programme that is in line with priorities identified and within available resources.	3.1 Develop Annual Member Development Programme which complements the training needs identified	Democratic Services Manager/Member Training and Development Group (MTDG)	June-15 June-16	2016/17 programme Scheduled for submission to 15 June CFA
	3.2 Produce a quarterly monitoring report on the delivery of the programme for submission to the Member Training and Development Group	Democratic Services Manager	2014 -16 June Sept Dec Mar	Complete



<b>Objective</b>	<b>Key Actions</b>	<b>Responsible Officers</b>	<b>Target Date</b>	<b>Progress</b>
<b>4. Delivery of a comprehensive and effective Induction process for new Members</b>	<b>4.1 Provision of Induction Programme for New Members</b>	<b>Democratic Services Manager</b>	<b>June-15 June-16</b>	<b>2015/16 Induction Programme Completed</b>
	<b>4.2 Provision of Information Pack for New Members (on appointment to Fire Authority)</b>	<b>Democratic Services Manager</b>	<b>June-15 June-16</b>	<b>Information Packs provided 10 July 2015</b>
	<b>4.3 Annually update Members Handbook and distribute to all Members</b>	<b>Democratic Services Manager</b>	<b>July-15 July-16</b>	<b>Members Directory and Timetable booklets distributed</b>
	<b>4.4 Annually review the Member/ Officer Buddy System to ensure it remains effective</b>	<b>Democratic Services Manager MTDG</b>	<b>Sept-14 Sept-15</b>	<b>Review takes place following AGM</b>
	<b>4.5 Link the induction programme to the Member mentoring Scheme</b>	<b>Democratic Services Manager</b>	<b>Jan-15</b>	<b>Refer to 5.1 below</b>
<b>5. Member Mentoring Scheme</b>	<b>5.1 Development of Framework/ protocol to provide guidance on the operation of the scheme</b>	<b>Democratic Services Manager MTDG People and Development</b>	<b>Jan-15</b>	<b>MTFG agreed formal framework not required at the present time (MTDG – 24/09/15)</b>
<b>6. Member Champions</b>	<b>6.1 Maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit</b>	<b>Democratic Services Manager MTDG</b>	<b>Mar-15</b>	<b>Development opportunities identified would be picked up in Members PDRs</b>

<u>Objective</u>	<u>Key Actions</u>	<u>Responsible Officers</u>	<u>Target Date</u>	<u>Progress</u>
7. Continuous Development	7.1 Produce quarterly monitoring reports in respect of the Strategy's implementation plan for MTDG	Democratic Services Manager	2014 -16 June Sept Dec Mar	Complete
	7.2 Present an annual report on Member Development activities to the Fire Authority	Democratic Services Manager MTDG	Jun-15 Jun-16	Completed 17/06/15 Scheduled for submission to 15 June CFA
	7.3 Carry out an annual review of MD Strategy	Democratic Services Manager MTDG	Sept -15	Completed Sept 15
	7.4 Produce a self-assessment that ensures that the key principles of the NW Charter for Elected Member Development are being maintained and complete the on-line tool in respect of the Level 1 Review	Democratic Services Manager MTDG	Aug-14	Level 1 Review achieved September 2014
	7.5 Develop a portfolio of evidence for submission to North West Employers in line with the requirements of Level 2 of the Charter	Democratic Services Manager MTDG	Oct-14	No further progress made