



**Wednesday,
26 April 2017
10.30 am**

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

Contact Officer:
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Cheshire Fire Authority

Notes for Members of the Public

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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)

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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MEETING OF THE FIRE AUTHORITY

WEDNESDAY, 26 APRIL 2017

Time : 10.30 am

Lecture Theatre - Fire Service Headquarters, Winsford, Cheshire

AGENDA

Part 1 - Business to be discussed in public

1 PROCEDURAL MATTERS

1A Recording of Meeting

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

1B Apologies for Absence

1C Chair's Announcements

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

1D 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 Non-Pecuniary Interests.

1E Minutes of Fire Authority

To confirm as a correct record the minutes of the Fire Authority Meeting held on 14th February 2017.

(Pages 1 - 12)

1F Minutes of Performance and Overview Committee

The Performance and Overview Committee meeting scheduled for 19th April 2017 was cancelled.

1G Minutes of Governance and Constitution Committee

The Governance and Constitution Committee meeting scheduled for 12th April 2017 was cancelled.

1H Minutes of Brigade Managers' Pay and Performance Committee

To receive, for information, the minutes of the Brigade Managers' Pay and Performance Committee meeting held on 29th March 2017.

(Pages 13 - 14)

1I Minutes of Staffing Committee

To receive, for information, the minutes of the Staffing Committee meeting held on 29th March 2017.

(Pages 15 - 18)

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|-----------|--|-----------------|
| 1J | Notes of the Member Training and Development Group
To receive, for information, the notes of the Member Training and Development Group meeting held on 21 st March 2017. | (Pages 19 - 22) |
| 1K | Notes of Risk Management Board
To receive, for information, the notes of the Risk Management Board meeting held on 28 th March 2017. | (Pages 23 - 28) |
| 1L | Updated Scheme of Delegation
To consider and approve an updated Scheme of Delegation. The changes are shown in red and reflect the following impacts: staff departures; moves associated with Blue Light Collaboration and the creation of the new joint teams; the new inspection regime for fire; and changes to the senior management team. | (Pages 29 - 42) |

ITEMS REQUIRING DISCUSSION / DECISION

- | | | |
|----------|--|-------------------|
| 2 | External Audit Plan and Update in Respect of the Authority's Accounts for 2016-17 | (Pages 43 - 64) |
| 3 | Internal Audit Plan 2017-18 | (Pages 65 - 78) |
| 4 | Cheshire and Warrington Public Service Reform Strategy 2017-2020 | (Pages 79 - 116) |
| 5 | The Living Wage | (Pages 117 - 130) |
| 6 | Scope of Crewe and Ellesmere Port Duty System Review | (Pages 131 - 140) |

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE



MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Tuesday, 14 February 2017 at Lecture Theatre - Fire Service Headquarters, Winsford, Cheshire at 10.30 am

PRESENT: Councillors D Bailey, P Booher, H Deynem, A Dirir, D Flude, P Harris, E Johnson, D Mahon, D Marren, L Morgan, K Mundry, S Nelson, S Parker, R Polhill, B Rudd, T Sherlock, M Simon, M Tarr, J Weatherill and S Wright

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies were received from Councillors J Mercer, G Merry and J Saunders.

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 December 2016.

D Declaration of Members' Interests

The Head of Legal and Democratic Services reminded Members that dispensations had been granted to all Members in relation to the setting of the Council Tax precept and the approval of the Members' Allowances Scheme. He also explained that Members intending to rely upon the dispensation would still need to declare their interests in the relevant items at this point of the meeting.

Members indicated that they intended to rely upon the dispensation(s) because of the Disclosable Pecuniary Interest(s) that they had in relation to the following items:

Item 2 – Draft Budget, Council Tax Precept and Medium Term Financial Plan 2017-18

All Members present (with the exception of Councillors Bailey and Tarr).

Item 7 – Members' Allowances Scheme

All Members present.

E Minutes of Fire Authority

RESOLVED: That

The minutes of the meeting of the Fire Authority held on 7th December 2016 be

confirmed as a correct record.

F Minutes of Brigade Managers' Pay and Performance

RESOLVED: That

The minutes of the Brigade Managers' Pay and Performance Committee held on 10th January 2017 be received, for information.

G Minutes of Policy Committee

The meeting of the Policy Committee scheduled for 25th January 2017 was cancelled.

H Minutes of Governance and Constitution Committee

RESOLVED: That

The minutes of the Governance and Constitution Committee held on 8th February 2017 be received, for information.

I Minutes of Staffing Committee

RESOLVED: That

The minutes of the Staffing Committee held on 7th December 2016 be received, for information.

J Notes of the Member Training and Development Group

RESOLVED: That

The notes of the Member Training and Development Group meeting held on 13th December 2016 be received, for information.

MATTERS ARISING:

The Chair of the Member Training and Development Group wished to thank Members who had attended their personal development reviews.

2 DRAFT BUDGET, COUNCIL TAX PRECEPT AND MEDIUM TERM FINANCIAL PLAN 2017-18

Cheshire Fire Authority was required to approve its budget and set the Council Tax precept for the financial year commencing 1st April 2017. In determining a budget that it considered reasonable, the Authority was required to have regard to all relevant factors, including the likely impact of policy options on the achievement of the Authority's objectives and uncertainties associated with the economic scenario.

The Head of Finance presented the report which sought Members' approval for the

Authority's budget for 2017-18, the Council Tax precept level for 2017-18 and its Medium Term Financial Plan (MTFP) for 2017-18 to 2020-21. This was the final budget report of two; the first was considered by the Fire Authority on 7th December 2016. Members had also met to develop the Authority's financial plans at Members Planning Days throughout the year.

The report asked Members to consider two budget proposals, based on:

- a) Increasing the Council Tax precept by 1.99% (£73.29 for a Band D property);
or
- b) Maintaining the Council Tax precept at its 2016-17 level (£71.86 for a Band D property).

The two budget proposals were detailed in Table 4 of the report. Appendices 1 and 2 of the report presented the MTFP modelled on the effect of existing assumptions and showed how the Authority would produce a balanced budget in 2017-18 based on the two budget proposals.

Members were also asked to consider two options concerning how to pay its employer pension contribution over the next three years (2017-18 to 2019-20). One option was to set a rate which increased by half of one percent over each of the next three years, from 21.3% to 22.3%. The second option was to set a core rate of 18.3% and pay the LGPS a lump sum of £574k in April 2017. The second option would save the Authority £36k over the three year period and the budget and reserve movements assume that this option would be followed.

The Head of Finance confirmed that, at the time of writing the report, the settlement had not had final parliamentary approval. Whilst it was not anticipated that the settlement would change, it was important for Members to understand how any changes might be accommodated. It was essential that the precept was approved on 14th February so that the necessary notifications could be provided to the collection authorities. This would not alter as a result of any changes in the settlement. However, it would lead to a change in the budget and have a knock on effect on the MTFP. This would be accommodated by:

- A reduction or increase in Settlement Funding Assessment (SFA) or Section 31 Grant in 2017-18
- An equal and opposite change in the movement of IRMP/Capital reserve in 2017-18

The Head of Finance informed Members that this would be reported to Members as appropriate and that an announcement from the Government was expected week commencing 20th February 2017. He also advised Members that this would not affect the Council Tax precept.

Members discussed the information provided in respect of the budget proposals for 2017-18 and there were a number of comments/queries.

A Member asked the Head of Finance to clarify the position with regard to the costs in the budget for apprentices. The Head of Finance explained that the levy payable

to the Government, which was equivalent to 0.5% of the Authority's salary budget was included in the base budget. The costs to the Authority of running the Authority's own apprenticeship scheme was to be funded from reserves and not included in the base budget.

Councillor Nelson, Member Champion for Finance, thanked the Head of Finance for his comprehensive report and supported the proposal to increase the Council Tax precept by 1.99% and the approval of recommendations [2] to [7].

The Chair concluded that Members had expressed their views and Members were asked to vote on the two proposals. The proposal to increase the Council Tax precept by 1.99% was carried with 13 Members voting in support of the increase. 7 Members abstained. Members also voted on the option in respect of employer pension contributions. The proposal to set a core rate of 18.3% and pay the LGPS a lump sum of £574k in April 2017 was carried with 14 Members voting in support and 6 abstaining.

RESOLVED: That

- [1] proposal 1, to increase the Council Tax precept by 1.99%, be approved, leading to the precepts on billing authorities' collection funds set out in Table 5 and the MTFP set out in Appendix 1;**
- [2] the revenue growth proposals for 2017-18 as set out in Appendix 3 be approved;**
- [3] the savings proposals for 2017-18 as set out in Appendix 4 be approved;**
- [4] the 2017-18 Capital Programme as set out in Appendix 5 be approved, and the items shown as part of the Capital Programme for 2018-19 (also set out in Appendix 5) be approved;**
- [5] the Reserves Strategy as set out in paragraphs 28-50 be approved (including a payment of £574k to LGPS as detailed in paragraph 48);**
- [6] the statement on robustness of estimates and adequacy of reserves (paragraphs 76-77) be noted; and**
- [7] the Financial Health Targets (paragraph 75) be adopted for 2017-18.**

3 TREASURY MANAGEMENT STRATEGY AND PRACTICES 2017-18

The report of the Head of Finance sought Members approval for the Fire Authority's Treasury Management Strategy and Practices for the year 2017-18. This was a requirement of guidance issued by the Department for Communities and Local Government in April 2010 and the 2009 CIPFA Treasury Management Code. It also assisted the Authority in demonstrating its compliance with requirements contained in the Local Government Act 2003.

The Treasury Management Strategy comprised of three main elements: Borrowing

Strategy; Annual Investment Strategy; and Minimum Revenue Provision Strategy. It was proposed that the Authority continued to set the Minimum Revenue Provision at 6.7% of the opening Capital Financing Requirement, as it was considered to be a prudent and sustainable approach. The Authority's approach to treasury risk management and its treasury management practices, which had been published on the Authority's website with the agenda, were also detailed in the report.

A Member thanked the Head of Finance and his team for their work and for providing Appendix 2 to the report which contained information on the economic background to provide context to the report.

RESOLVED: That

[1] the Authority's Treasury Management Strategy for the year 2017-2018 be approved; and

[2] the Authority's approach to Treasury Risk Management and its Treasury Management Practices be approved.

4 INTEGRATED RISK MANAGEMENT PLAN 2017-18 (IRMP 14)

Before discussion of the report commenced, Councillor Flude moved an amendment to the proposed approach to crewing in Crewe and Ellesmere Port which was set out in paragraph 30 of the report. The amendment was seconded by Councillor Sherlock and was as follows:

'No change to the current arrangements in Crewe and Ellesmere Port in 2017-18 pending a review, the outcome of which is to be considered by Members'

This would replace the wording in paragraph 30, also contained in the draft IRMP.

Councillor Flude also asked that, if approved, the spirit of the amendment be adhered to by all Members.

In light of the proposed amendment to the IRMP a Member requested that an amendment be made to recommendation [3] to ensure that 'the Chair of the Fire Authority was consulted on any changes to the draft IRMP prior to publication'.

The Head of Communications then presented the report which sought Members' approval to publish the Authority's annual action plan for 2017-18 (IRMP 14), following the conclusion of a formal 12 week consultation programme.

She provided Members with an overview of the consultation programme and a summary of the key issues highlighted in the full consultation report. There were 632 responses received from the public consultation. This provided a margin of error of plus or minus 4 at a 95% level of confidence.

The quantitative survey comprised 22 questions relating to the various proposals set out within the draft IRMP 14 and also more general questions in respect of public satisfaction. The headline results included:

- **Overall satisfaction with the Service** – 99% of the public valued Cheshire Fire and Rescue Service as a local service provider and 92% were satisfied with the overall performance of Cheshire Fire and Rescue Service.
- **IRMP overall** – 79% of the public and 49% of staff agreed overall with the proposals as set out in the draft IRMP 14.
- **Council Tax increase** – 66% of the public would have supported the proposed increase in the precept of 1.99%.
- **Hydraulic platform review** – 19% of the public and 30% of staff agreed with the proposed move from three to two hydraulic platforms across the Service; 36% of the public and 42% of staff disagreed and opposed the proposal.
- **Additional engine at Crewe and Ellesmere Port fire stations** – 75% of the public and 45 % of staff agreed; 4% of the public and 31% of staff disagreed. The public were supportive of additional resources but some raised concerns over a perceived lack of fire cover in the evening and at weekends. It was also noted that this question caused some confusion as the second fire engine at both stations had not yet made the transition to on-call as planned. Therefore, some staff questioned whether this was indeed 'an additional' resource. Staff also expressed concerns over on-call availability and a potential reduced resilience or a reduction in service in Cheshire East. The proposal also generated debate in Crewe about the planned change of the second fire engine to on-call.
- **Expansion of the cardiac response pilot** – 89% of the public and 82% of staff agreed with rolling out the cardiac response pilot.

As a result of feedback received during the consultation process changes were proposed for IRMP 14. These were highlighted in the report and included:

- **Review of staffing arrangements Wilmslow** – in light of feedback received during the consultation period, the Authority would undertake a further review of the suitability and sustainability of the current duty system at Wilmslow Fire Station.
- **Review of Staffing Arrangements Penketh** – The draft IRMP 14 proposed the introduction of the nucleus duty system in Penketh, similar to that which operated at Wilmslow, Birchwood and Macclesfield. However, in light of the feedback received the Authority proposed to reconsider this proposal in 2018-19. Any future proposal would be subject to a further period of consultation.
- **Hydraulic Platform Review:** The draft IRMP 14 proposed a reduction from 3 to 2 hydraulic platforms (or aerial appliances). In light of feedback a hydraulic platform would be maintained at Macclesfield until the Service assesses the impact of the move of the hydraulic platform from Stockton Heath to Lymm. It was considered appropriate to review this proposal again in 2018-19. Any

future proposal would be subject to a further period of consultation.

- **Crewe and Ellesmere Port:** In 2013 the Fire Authority approved the first Emergency Response Programme which set out a series of proposals to be implemented over a number of years. This included proposals to change the duty system on the second fire engines at Crewe and Ellesmere Port from wholetime to on-call. The draft IRMP 14 for 2017-18 included plans to introduce an additional resource during the day, at both stations, to support the transition to the on-call crewing arrangements of the second fire engines. The Fire Authority would still work towards implementing these on-call crewing arrangements but would continue to monitor the levels of operational activity, on-call availability and progress around the recruitment of on-call firefighters, with a commitment to review the proposal if it is not deemed to be achievable and sustainable (although this had been subject to consultation in late 2012/early 2013).

The final draft of IRMP 14 had been distributed with the agenda. The latest Medium Term Financial Plan in the document assumed that the Authority had agreed to increase its Council Tax precept by 1.99% and the performance information was based on data as at 31st December 2016 projected to the end of the year. It was noted that all the performance and financial information would be updated with the latest available information just prior to publication in March and would be validated by the Chief Fire Officer and Chief Executive.

Members discussed the information provided in respect of the final draft of IRMP 14 and a number of comments/queries were made prior to moving to vote on the amendments proposed.

A Member asked for assurance that, if the amendment was approved, officers would ensure there would be a full review and the current IRMP plan to work towards implementing on-call crewing arrangements at Crewe and Ellesmere Port would be suspended and that these stations would continue to be staffed 24/7 (wholetime) until the outcomes of the review were considered.

The Chief Fire Officer and Chief Executive explained what he considered to be the potential issues and risks associated with the proposed amendment.

The Chief Fire Officer and Chief Executive suggested that the review of the plan to implement on-call crewing arrangements for the second pumps at Crewe and Ellesmere Port should be discussed as part of the IRMP 15 and 2018-19 budget planning process which was scheduled to commence at the planning days in July, with reports back to the Authority in September and December to inform the approval of IRMP 15 (2018-19) in February 2018. He went on to suggest that it would be prudent for officers to also consider the alternative options for the savings (£1.3m) required if the current plan was not to be implemented.

The Chief Fire Officer and Chief Executive went on to explain that there would be an impact on the 2017-18 budget, but that reserves could be used to manage this. In addition, if the second pumps at Crewe and Ellesmere Port continued to be wholetime there would be a loss of circa £1.3m (currently accounted for in the

MTFP) and it would be prudent, therefore, for officers to work on alternative options to deliver these savings. It was also assumed that there would be no requirement to introduce the additional resources at Crewe and Ellesmere Port until the review was completed.

The Chief Fire Officer and Chief Executive also highlighted potential impacts on the current on-call firefighter cohorts at Crewe and Ellesmere Port. In particular determining whether to suspend the recruitment programme and deciding how to deal with the existing cohorts of on-call firefighters. He also highlighted the potential compulsory redundancy risk if Members decided to maintain the wholetime status of the second pumps at Crewe and Ellesmere Port.

A Member asked if a review of the move of the second pump at Chester to Powey Lane could also be considered. The Chief Fire Officer and Chief Executive explained that the second pump had already moved to Powey Lane, as agreed as part of IRMP 10 and Powey Lane was now operational. Therefore Members requested that the impact of the removal of the second pump from Chester to Powey Lane and any subsequent reduction in cover be monitored and reviewed. The Chief Fire Officer and Chief Executive responded that officers would review the arrangement throughout the year and report back to Performance and Overview Committee. A Member asked that this includes the details of the impact upon response times.

A Member commented that she was pleased with the proposal for the expansion of the Cardiac Response Pilot and the support shown for this proposal by both public and staff. A Member queried whether the IRMP should reflect that the Cardiac Response pilot would be subject to national union agreements going forward. The Chief Fire Officer and Chief Executive explained to Members that there were national discussions on-going at present as firefighter role maps did not include co responder or cardiac response 'roles'. He added that there was a possibility that the FBU could withdraw from the pilot schemes and this would impact upon the Authority's ability to continue/extend the cardiac response activity.

Members then moved to vote on the recommendations and amendments. In accordance with section 4.44 of the Authority's constitution a request was made that the voting should be recorded to show how each Member present, and voting, cast their vote or whether he/she abstained. The voting was recorded as follows:

For: Councillors Bailey, Booher, Dirir, Flude, Harris, Johnson, Mahon, Marren, Morgan, Mundry, Nelson, Parker, Polhill, Rudd, Sherlock, Simon, Tarr, Weatherill and Wright.

Councillor Deynem abstained.

RESOLVED: That

[1] the feedback received from the consultation on the Integrated Risk Management Plan 2017-18 (IRMP 14) be considered;

[2] the publication of IRMP 14 be approved subject to:

- **The current wording on page 24 of the draft IRMP, in relation to**

Crewe and Ellesmere Port, be removed and replaced with the following wording:

- **Crewe and Ellesmere Port: No change to the current arrangements in Crewe and Ellesmere Port in 2017-18 pending a review, the outcome of which is to be considered by Members; and**

- [3] the Chief Fire Officer and Chief Executive be authorised to make any final changes to the draft IRMP 14 (including the addition of final performance and financial information) following consultation with the Chair of the Fire Authority.**

5 PAY POLICY STATEMENT 2017-18

The Head of People and Development introduced the report which sought Members' approval to publish the Pay Policy Statement for 2017-18. She informed Members that the publishing of the Pay Policy Statement was an annual requirement which must take place by 31st March, immediately preceding the financial year to which it relates.

The Head of People and Development explained that, as the Pay Policy Statement had a number of prerequisites in relation to content and information, there had been minimal changes to the version that was approved last year.

She did, however, draw Members attention to the impact of the introduction of apprentices who, by virtue of the fact that they were in training, received lower rates of pay than other employees. As a result, this had altered on the ratios when comparisons were made between the highest and lowest paid employees. The Hutton Review conducted in 2012 that the pay multiple between the highest paid and lowest paid should not exceed 1:20. When this calculation was done using the apprenticeship rate of pay the Authority had a multiple of 1:19; when the apprentices were excluded from the calculation the Authority had a multiple of 1:9.6.

The Head of People and Development also drew Members' attention to two outstanding issues pertaining to pay that were expected to lead to changes to the position set out in the Pay Policy Statement. These were in relation to ongoing work in respect of White Book terms and conditions, which currently applied to senior support staff, and the proposed Public Sector Exit Regulations which were expected to come into force during 2017. As these two issues had not yet been resolved Members were asked to agree that the relevant officers be authorised to make any changes to the Statement that may be necessary in respect of these two issues.

RESOLVED: That

- [1] the Pay Policy Statement 2017-18 (attached as Appendix A) be approved; and**
- [2] the Head of People and Development and the Head of Legal and Democratic Services be authorised to make such changes to the Pay Policy Statement 2017-18 as are necessary to reflect the issues**

mentioned in paragraph 10 of the report.

6 EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2017-2020

The Head of Policy and Inclusion presented the report to Members, which set out the background to the Authority's approach to equality and diversity and sought approval for a new Equality, Diversity and Inclusion Strategy and Action Plan for 2017-2020.

He informed Members that, under the Fire Reform Programme that was recently announced by the Government, it was likely that the Framework would change and be subsumed into the statutory inspection regime that was to be introduced.

He informed Members that the new Strategy set out how the Authority would respond to a number of future challenges and proposed Government reforms, as well as the findings of the independent review into fire service culture and conditions of service undertaken by Adrian Thomas. It also incorporated details of how the Authority would respond to the findings of biennial staff satisfaction and other audits, such as the Stonewall Workplace Equality Index.

Members thanked the Head of Policy and Inclusion and his team for their work and the detailed nature of the report. A Member also queried the avenues open to Members to raise issues concerning equality, diversity and inclusion. The Head of Policy and Inclusion advised Members that his team, Members' buddies from the Service Management Team and the Equality and Diversity Member Champions would all be appropriate individuals to approach.

RESOLVED: That

[1] the Equality, Diversity and Inclusion Strategy 2017-2020 be approved.

7 MEMBERS' ALLOWANCES SCHEME

The Head of Legal and Democratic Services introduced the report which provided Members with information about the review of the Members' Allowances Scheme (MAS) and presented the draft MAS for approval (recommended by the Governance and Constitution Committee).

The Governance and Constitution Committee had considered the MAS in July 2015, with the report culminating in Members deciding to delay a review until late 2016 (to take effect for municipal year 2017-18). Officers were instructed to pursue alternatives to the engagement of an Independent Remuneration Panel (IRP) but with the proviso that an 'independent element' must be retained in any review of the MAS. In October 2016 Governance and Constitution Committee considered a further report and agreed a process for the review of the MAS. Officers concluded the review of the MAS with the assistance of a member of Cheshire East's IRP (IRP member). The IRP member's recommendations and observations were presented to Governance and Constitution Committee on 8th February 2017. The MAS that was attached as Appendix 1 to the report reflected the decisions of the Governance and Constitution Committee which had accepted the IRP member's

recommendations.

RESOLVED: That

[1] the Members' Allowances Scheme for 2017-18 onwards be approved.

8 REMOVAL OF POLICY COMMITTEE

The Head of Legal and Democratic Services introduced the report which sought Members consideration of the removal of Policy Committee from the Authority's meeting structure and changes to the Authority's Constitution. He informed Members that the current list of policies that were the responsibility of Policy Committee would fall to the Fire Authority. He also advised Members of the proposal to allocate the responsibility to act as the Closure of Accounts Committee to Performance and Overview Committee (with Finance Member Champions also being invited to attend). Governance and Constitution Committee had considered this matter at its meeting on 8th February 2017 and had been content with it and the proposed changes to the Committee.

RESOLVED: That

[1] the removal of Policy Committee from the Authority's meeting structure be agreed; and

[2] the changes to the Constitution required to give effect to recommendation [1] be agreed to take effect at the start of the next municipal year.

9 INVOLVEMENT OF THE POLICE AND CRIME COMMISSIONER FOR CHESHIRE IN CHESHIRE FIRE AUTHORITY

The Head of Legal and Democratic Services introduced the report which asked Members to consider arrangements which would allow the Police and Crime Commissioner for Cheshire [Cheshire PCC] to be involved in the Fire Authority.

The Head of Legal and Democratic Services informed Members that the Chair had invited the Cheshire PCC to become a member of the Fire Authority. The Cheshire PCC wished to do so, but had stated that he did not require the right to vote, nor did he expect to receive an allowance.

The Head of Legal and Democratic Services informed Members that, currently, the Cheshire Fire Service's (Combination Scheme) Order 1997 [the Order] and the Policing and Crime Bill [the Bill] did not appear to provide a mechanism to allow the Cheshire PCC to become a member of Cheshire Fire Authority. He informed Members that it appeared that the order would need to be changed to allow the Cheshire PCC to become a member of the Fire Authority and that the Order, as a piece of secondary legislation, would need to be changed by the Government. Therefore, it was recommended that a formal approach be made to the Home Office to establish the mechanism to secure a change to the order and an indication of the

likely timescale.

The Head of Legal and Democratic Services advised that, in the meantime, the Authority could insert into the Constitution provisions which would grant the Cheshire PCC rights that would put him in a similar position to the one that he seeks. It was recommended within the report that the following rights could be afforded to the Cheshire PCC:

- (a) to be provided with papers for CFA meetings (including those to be considered in private session unless a conflict of interest exists); and
- (b) to be briefed appropriately before CFA meetings; and
- (c) to attend CFA meetings (and remain during items considered in private session); and
- (d) to speak at CFA meetings.

These were reflected in a proposed amendment to the Authority's constitution.

RESOLVED: That

- [1] the addition to the Constitution, as set out in Appendix 1 (which would convey rights upon the Police and Crime Commissioner for Cheshire), be agreed; and**
- [2] officers be authorised to make a formal approach to the Home Office to secure its assistance in changing the law to allow the Police and Crime Commissioner for Cheshire to become a member of Cheshire Fire Authority.**



MINUTES OF THE MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE held on Wednesday, 29 March 2017 at P O Conference Room - Fire Service Headquarters, Winsford, Cheshire at 10.00 am

PRESENT: Councillors E Johnson, D Flude, S Nelson, B Rudd and M Tarr

1 PROCEDURAL MATTERS

A Apologies for Absence

Apologies for absence were received from Councillors G Merry and S Parker.

B Declaration of Members' Interests

There were no declarations of interest.

C Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Brigade Managers' Pay and Performance Committee, held on 10th January 2017, be confirmed as a correct record.

2 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That

Under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the item of business listed below on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12A to the Act in the paragraph indicated.

Item 3

Chief Fire Officer and Chief Executive – Performance Appraisal and Development Scheme

Paragraph

(1) Information relating to any individual

3 CHIEF FIRE OFFICER AND CHIEF EXECUTIVE - PERFORMANCE APPRAISAL AND DEVELOPMENT SCHEME

The Performance Appraisal and Development Scheme (PADS) for the Chief Fire Officer and Chief Executive (CFO) enables Members to review performance against agreed objectives, guide the contribution and performance of the CFO, identify individual and organisational development needs and support succession planning.

The report of the Head of People and Development provided information on the PADS process. Members were asked to review the performance of the CFO against the objectives set in 2016/17 and agree key objectives and development needs, following discussions with the CFO, for the coming year.

RESOLVED: That

- [1] the Chief Fire Officer and Chief Executive's appraisal be agreed as discussed;**
- [2] appraisal objectives for 2017/18 are drafted and circulated to Members for review and approval; and**
- [2] Members agree to carry out an interim appraisal discussion on 1st November 2017.**



MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Wednesday, 29 March 2017 at P O Conference Room - Fire Service Headquarters, Winsford, Cheshire at 12.00 pm

PRESENT: Councillors B Rudd, S Nelson, D Flude and E Johnson

1 PROCEDURAL MATTERS

A Apologies for Absence

No apologies were received for this meeting.

B Declaration of Members' Interests

There were no declarations of Members' interests.

C Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Staffing Committee held on 13th January 2017 be approved as a correct record.

2 CONSULTATION - RE-ENGAGEMENT OF SENIOR FIRE OFFICERS POST-RETIREMENT

The Chief Fire Officer and Chief Executive introduced the report which provided an overview of a Government consultation on proposals to limit the practice of re-engaging senior fire officers who have retired, through an amendment to the Fire and Rescue National Framework (the Framework). Members were asked to agree the response to the consultation and a draft response was attached for consideration.

It was noted that Cheshire Fire Authority had already adopted a policy (re-employment and pension abatement policy) that prohibited the re-engagement of senior officers after they had retired. None of the proposed amendments outlined in the consultation contradicted the Authority's policy and the draft response to the consultation supported the principles behind the proposed amendments while making the point that local FRAs were already able to introduce these requirements, which Cheshire had done a number of years ago.

RESOLVED: That

[1] the draft consultation responses be agreed and submitted to the Government emphasising that Cheshire had maintained a policy to this effect for a number of years.

3 ARRANGEMENTS FOR HEAD OF FINANCE AND TREASURER

The Chief Fire Officer and Chief Executive introduced the report which provided information for Members in respect of the interim arrangements for the performance of the duties and responsibilities of the Head of Finance and Treasurer (Section 151 Officer) for the Fire Authority.

He explained the current position in respect of existing roles and the proposed arrangements by which the Constabulary's Head of Finance will act in the role of fire Head of Finance and Treasurer (Section 151 Officer) on an interim basis. The role of Head of Finance will continue once the joint team is created and options to fill the fire Treasurer (Section 151 Officer) role long-term would be explored further. In the meantime, in the event of a conflict of interest fire would secure separate financial advice.

RESOLVED: That

[1] the interim arrangements for the Head of Finance and Treasurer (Section 151 Officer) be endorsed.

4 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That

That under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the items of business listed below on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12A to the Act in the paragraphs indicated:

Item 5: Case Work Update

Item 6: Senior Management Team Restructure

Item 7: Interview for the post of Director of Governance and Commissioning

Item 8: Interview for the post of Director of Transformation

Paragraph

(1) Information relating to any individual

5 CASE WORK UPDATE

The Head of People and Development provided Members with an update on the current case work being undertaken.

RESOLVED: That

[1] the update be noted.

6 SENIOR MANAGEMENT TEAM RESTRUCTURE

The Chief Fire Officer and Chief Executive presented the proposed revisions to the Senior Management Team structure to be implemented from 1st April 2017.

RESOLVED: That

- [1] The revised Service Management Team structure from 1st April 2017 be noted.**

7 INTERVIEW FOR THE POST OF DIRECTOR OF GOVERNANCE AND COMMISSIONING

The Committee conducted an interview with the Head of Legal and Democratic Services in respect of the new role and proposed responsibilities for the post of Director of Governance and Commissioning.

RESOLVED:

- [1] That Andrew Leadbetter be appointed to the post of Director of Governance and Commissioning with effect from 1st April 2017.**

8 INTERVIEW FOR THE POST OF DIRECTOR OF TRANSFORMATION

The Committee conducted an interview with the Head of People and Development in respect of the new role and proposed responsibilities for the post of Director of Transformation.

RESOLVED:

- [1] That Andrea Harvey be appointed to the post of Director of Transformation with effect from 1st April 2017.**

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NOTES OF THE MEETING OF THE MEMBER TRAINING AND DEVELOPMENT GROUP
held on Tuesday, 21 March 2017 at Meeting Room 1 - Fire Service Headquarters,
Winsford, Cheshire at 10.30 am

PRESENT: Councillors D Flude, S Parker and Independent Member L Thomson

1 APOLOGIES

Apologies were received from Councillors M Simon and M Tarr.

2 NOTES FROM THE PREVIOUS MEETING

RESOLVED: That

The notes of the meeting held on 13th December 2016 be approved as a correct record.

3 PERSONAL DEVELOPMENT REVIEWS 2016/17

The Member Personal Development Review (PDR) process commenced on 2nd December 2016 and was completed on 14th February 2017. The Leadership Development Advisor attended the meeting to provide an update on the process and outcomes.

She explained that all Members had completed a PDR and a high level of work had been completed in advance of the review meeting. This year the emphasis had been on development activities which were specific to the individual Member, in many cases to support the Member Champion role. A delivery plan for these activities had been developed in consultation with Democratic Services. There were also some new development needs requested by a number of Members and these would be incorporated into the Member Development Programme for 2017/18. The activities included understanding and preparing for the Home Office Inspection Process, Communications – appropriate use of social media for PR and engagement with the wider community and generic IT skills.

The Leadership Development Advisor informed the group that, as new Members were still working through the induction process, she had agreed to contact them again in April to discuss whether there were still outstanding development needs once the induction process was complete. It was suggested that new Members were also asked to provide their feedback on the induction process as part of this discussion and Democratic Services would work with the Learning Development Advisor to facilitate this.

RESOLVED: That

- [1] The update on Members Personal Development Review outcomes be noted; and**
- [2] Democratic Services liaise with the Learning Development Advisor to arrange for the evaluation of the induction process to be carried out in conjunction with the follow up PDR discussions with new Members.**

4 MEMBER DEVELOPMENT PROGRAMME 2016/17 - QUARTERLY MONITORING

The Member Development programme for 2016/17 was approved at the Fire Authority meeting held on 15th June 2016 and the Member Training and Development Group (MTDG) were asked to review progress against the programme on a quarterly basis and identify any training needs that they felt were not currently being met.

The Democratic Services Manager (DSM) presented the report and provided an update on delivery of the programme to date. She drew members attention to the appendix attached to the report which provided details of the programme, Members attendance and an overview of the evaluation feedback received. It was noted that a number of sessions had been delivered during the quarter which included a Members Planning Day covering financial and service plan proposals for 2017/18. As indicated by the evaluation responses the planning days continued to provide an excellent forum for discussion and engagement with Members. However an individual Member did rate the session as 'Poor' but did not provide any further details.

Members discussed the information provided and requested that the evaluation forms be reviewed to ensure that if a 'fair' or poor' rating was given, a rationale for the low scoring was also provided. This would assist Democratic Services and officers providing the training/development sessions in ensuring that the programme was meeting members needs, where possible and would also highlight where improvements could be made. The Chair also requested that an exercise be undertaken to provide a summary of the feedback received on planning days for 2016/17 and it was agreed that this summary would be included in the annual Member Development report.

RESOLVED: That

- [1] progress against delivery of the 2016/17 Member Training and Development Programme be noted; and**
- [2] training and development evaluation forms be revised to capture further information on 'fair' or 'poor' ratings.**

5 PROPOSALS FOR 2017/18 MEMBER DEVELOPMENT AND INDUCTION PROGRAMME

This report presented the draft Member Development Programme and Members Induction Programme for 2017/18 to the MTDG for approval for submission to the Fire Authority in June 2017.

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. There were some new development needs identified in PDRs in respect of ICT/Social Media Training and Home Office inspections and development opportunities for these needs had been incorporated into the programme.

Members discussed the information provided and were satisfied that the programme covered the relevant training and development requirements for Members. Members asked the DSM if she could check whether safeguarding training would be required as part of the 17/18 programme and also if operational cluster exercises would be held during the year.

RESOLVED: That

[1] the draft 2017/18 Member Development Programme be approved for submission to the Fire Authority in June 2017.

6 MEMBER DEVELOPMENT STRATEGY 2017-18 IMPLEMENTATION PLAN: QUARTERLY MONITORING

The Member Development Strategy 2017-18 was approved by the Fire Authority at its meeting held on 7th December 2016. It was agreed that the implementation and review of the Strategy would be monitored by the MTDG and the report provided an update on progress made in respect of the implementation plan.

The DSM explained that the majority of objectives in the implementation plan were not yet scheduled for completion. However a couple of key actions had been completed for this year which included the delivery of PDRs to all Members and the delivery of the 2016/17 Member Development programme.

Members also discussed the work that had commenced on the development of a Fire Authority Member job description and a letter to the constituent authorities to provide more detailed information for group leaders when selecting Members to be appointed to the Fire Authority. A draft job description was distributed to Members for consideration.

Members were generally content with the draft JD subject to the addition of a sentence to reflect that Members should promote the work of the Fire Authority particularly the evolving prevention role and to add more emphasis to Members attendance requirements. Members also requested that the importance of a term of office be emphasised in the induction information and it was agreed that this information should be sent through to group leaders at each constituent authority with a cover letter from the Chair of the Authority.

RESOLVED: That

[1] the quarterly monitoring report for the Member Development Strategy 2017-18 be noted;

[2] the draft JD be sent out with the Fire Authority appointments information subject to the addition of an activity to promote the work of the Authority

- and more emphasis on the requirement to attend meetings; and**
[3] a letter be drafted for the Chair of the Authority to send with the induction information to emphasise the commitment required from Fire Authority members and the importance of continuity of membership.

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 2016/17 remained the same with the addition of a section which summarises Members evaluation of the training activities delivered. The report was scheduled to be submitted to CFA in June 2017 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 2017/18

RESOLVED: That

- [1] the work programme for 2017/18 be approved.**



MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 28 March 2017 at P O Conference Room - Fire Service Headquarters, Winsford, Cheshire at 10.00 am

PRESENT:

Members:

Councillor J Weatherill

Auditors:

Michael Nulty, Mersey Internal Audit Agency

Officers:

Deputy Chief Fire Officer, Mark Cashin (Chair)

Head of Legal and Democratic Services, Andrew Leadbetter

Head of Finance, Wendy Bebbington

Governance, Risk and Audit Officer, Christine Astall

Planning, Performance and Risk Manager, Louise Willis

1 APOLOGIES

Apologies were received from:

Councillor S Nelson

Chief Fire Officer and Chief Executive, Paul Hancock

External Auditor – Grant Thornton, Perminder Sethi

2 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting on 18th October 2016 were presented to the Risk Management Board and several matters were discussed.

The Chair queried whether workshops had taken place on Early Warning Indicators (EWIs). The Governance, Risk and Audit Officer confirmed that workshops had taken place for the relevant members of staff, but that a workshop needed to be scheduled for Members.

The Chair informed the Board that a business continuity exercise had been scheduled for May 2017.

3 TERMS OF REFERENCE - RISK MANAGEMENT BOARD

A revised Terms of Reference was presented to the Board for approval. The Head of Legal and Democratic Services explained that the revisions included the removal of references to Policy Committee and an updated membership list.

RESOLVED: That

[1] the revised Terms of Reference be approved.

4 REVIEW OF STRATEGIC RISK REGISTER

The Board discussed the Strategic Risk Register provided. The following observations were made:

376 – Fire in Iconic Heritage Buildings

The Chair informed the Board that the Service was still working towards the target rating for this risk, but that it was likely to remain over target unless a sizeable financial investment was made by building owners in Fire Protection measures.

807 – Competing Demands on the Organisations Resources due to Changing External Environment

The Head of Finance informed the Board that the current rating for this risk was fair due to uncertainty surrounding the Government's financial plans and was unlikely to reduce.

943 – Managing Resource Capacity through Transition of Blue Light Collaboration

The Head of Legal and Democratic Services informed the Board that the significant workload associated with the creation of the Multi-Force Shared Service (MFSS) and the loss of two key members of staff from the Service had lead to the current rating remaining high for this risk.

TBC (new) – IRMP Impact of Crewe/Ellesmere Port On Call Review

The Head of Legal and Democratic Services advised the Board that this risk had been added to the register due to the financial implications associated with it. He advised that the scope of the review would be agreed by Members at the meeting of the Fire Authority in April and a final decision made at the Authority's September meeting. The Chair informed the Board that the current rating for this risk reflected the potential impact on reserves if changes to the review went ahead.

Risks scored on and below the threshold of the Strategic Risk Register were also submitted to Board for review. The following observations were made:

192 – Loss of Key Staff and Accumulated Knowledge due to Resignation or Long Term Absence

The Board agreed that this risk could be covered within risk 807 on the strategic risk register and could be closed.

722 – Impact of Government Austerity Measures

The Board agreed that this risk could be covered within risk 807 on the strategic risk register and could be closed.

769 – Systems Failing to Support Service Delivery

The Chair advised that the current rating for this risk now needed reviewing and was likely to reduce due to improvements to service levels.

801 – Claims from Historic Insurable Events

The Chair informed the Board that this risk would begin to reduce over the next few decades as those effected by exposure to asbestos, prior to the introduction of the personal protective equipment policy, reach retirement age. He informed the Board that he would check with Operational Policy and Assurance when the policy was implemented.

862 – Crewe and Ellesmere Port On Call Recruitment

The Board agreed that this risk was covered by the new risk on the strategic risk register 'IRMP Impact of Crewe/Ellesmere Port On Call Review'

889 – Lack of Commitment from Housing Providers to Fit Sprinklers

The Chair informed the Board that this risk was managed by the Sprinkler Group and that a paper was due to go to the Fire Authority in due course to update Members on ideas for utilising funding for the installation of sprinklers.

961 – MFSS Go Live

The Head of Legal and Democratic Services informed the Board that this risk was now closed and a new risk had been created for the next stage of the programme.

970 – ESMCP

The Head of Finance informed the Board that she had a meeting scheduled concerning the next stages of the programme with officers from the Service to discuss the project from both fire and police perspectives. She also highlighted that the financial implications for the Service should the Airwave contract need extending beyond 2020 remained the greatest risk to the programme.

The Head of Legal and Democratic Services suggested that the Strategic Risk Register be reviewed to incorporate the relevant departmental risks where appropriate.

RESOLVED: That

- [1] the Strategic Risk Register be reviewed to incorporate the relevant departmental risks where appropriate (AL/CA).**

5 ALARM/CIPFA RISK MANAGEMENT BENCHMARKING EXERCISE 2016

The Governance, Risk and Audit Officer introduced the report which provided an update on the outcomes of the risk management benchmarking exercise undertaken

in 2016.

She informed the Board that the Service had continued to sustain the highest performance level of 'Driving' for its corporate risk management arrangements. Meetings were to be scheduled with the Service's risk champions to learn from other councils and services who performed well to further the Service's own improvement.

The Chair drew the Board's attention to the section of the report concerning partnerships and asked whether any councils or services scored particularly highly within this section. The Governance, Risk and Audit Officer confirmed that St Helens Council scored highly and that the Service would be in contact with them to discuss their arrangements for managing risks with partners. She also confirmed that work was being undertaken by the Prevention team to refresh the Service's partnership framework.

The Head of Finance queried concerns over the difficulty of defining partnerships. The Governance, Risk and Audit Officer informed the Board that Partnerships sat within the remit of the Prevention department and that there was difficulty capturing those that fell outside of the department. The Auditor from Mersey Internal Audit Agency informed the Board that the Quarter 4 audit covered the Service's partnership policy. He also advised the Board that distributing a survey throughout the organisation would provide a strong indicator of familiarity with the policy among employees.

RESOLVED: That

[1] the results of the 2016 self-assessment be noted.

6 WORK PROGRAMME 2017/18

The Chair introduced the Work Programme 2017-18 and informed the Board that the next meeting would take place in October and that a review of the crisis management exercise taking place in May 2017 and the resulting learning outcomes would be on the agenda.

The Governance, Risk and Audit Officer queried whether risks below the threshold would be brought back to the Board at its October meeting. The Head of Legal and Democratic Services suggested that once the agreed amends were complete, risks below the threshold for the strategic risk register be taken back to the Board at its meeting in March 2018.

RESOLVED: That

[1] a review of the crisis management exercise, scheduled for May 2017, and the resulting learning outcomes be added to the agenda for 17th October 2017; and

[2] risks falling below the threshold for the strategic risk register be added to the agenda for 13th March 2018.

SECTION 11 – SCHEME OF DELEGATION – (POWERS OF OFFICERS)

Changes shown in red

Introduction

- 11.1 This Scheme of Delegation (the Scheme) sets out the powers of officers.
- 11.2 The powers of officers are given to them (delegated) by Cheshire Fire Authority (the Authority). The delegation of powers takes place by virtue of Members approving the Scheme. Section 101 of the Local Government Act 1972 grants the power to delegate.

General Principles

- 11.3 Officers must not take decisions which are the responsibility of the Authority, any of its decision-making bodies, or an individual Member.
- 11.4 Officers will normally be expected to exercise the powers delegated to them but may on occasion choose not to do so. They are at liberty to refer a matter to another officer and/or Members of the Authority.
- 11.5 Officers must use their powers in such a way that is consistent with the policies and procedures of the Authority.
- 11.6 Officers must ensure that in using their powers they do not break the law, and take note of any relevant guidance, codes of practice etc
- 11.7 Officers must use their powers in a way that is consistent with the Authority's available budget (generally, as well as that which is specifically allocated for management by the officer) and its financial regulations.
- 11.8 Officers must consider whether it is necessary to consult with officers and/or Members prior to exercising their powers. If they do consult they must have regard to any views expressed/advice given.
- 11.9 Officers are able to delegate a power to another officer provided that:
- The delegation is to an officer at an appropriate level and with appropriate experience;
 - If it is possible to further delegate it is properly described;
 - The delegation is recorded;
 - Details of the delegation are given to the **Director of Governance and Commissioning**.
- 11.10 Officers exercising their powers must consider whether other officers and/or Members require notification of actions/decisions etc
- 11.11 Officers with delegated powers must review the delegations available to them regularly.

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

NB For the purpose of the above Principles, 'Officers' means those roles that are described in the Scheme.

DRAFT

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

Specific Delegations/Responsibilities

CHIEF FIRE OFFICER AND CHIEF EXECUTIVE

11.12 The Chief Fire Officer and Chief Executive is the Head of Paid Service. The Chief Fire Officer and Chief Executive is responsible to the Fire Authority for:

- a) Leading and directing the strategic management of the Authority;
- b) Ensuring the effective pursuit and achievement of the Authority's objectives;
- c) Ensuring the Authority's activities are carried out with maximum effectiveness and efficiency;
- d) Ensuring the efficient and effective discharge of the decision- making and scrutiny functions of the Authority;
- e) Monitoring and reviewing the Authority's management arrangements;
- f) Influencing the direction of local, regional and national policy in support of the vision, aims and objectives of the Authority;
- g) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising recall to duty, where appropriate;
- h) Authorising employees to exercise powers under Sections 44, 45 and 46 of the Fire and Rescue Services Act 2004;
- i) Authorising surveillance activity in accordance with the Authority's policy;
- j) Making or arranging for appointments to all posts where a decision by Members is not required;
- k) Liaison with other Services and Chiefs;
- l) Jointly with the **Director of Governance and Commissioning and Head of Finance** to prepare an annual revenue budget and capital programme for consideration and approval by the Fire Authority.

DEPUTY CHIEF FIRE OFFICER

11.13 The Deputy Chief Fire Officer is responsible to the Fire Authority for:

- a) Providing strategic leadership to shape and direct service provision;
- b) Managing the overall co-ordination of the activities of the Service and

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

- c) optimising the use of resources;
Leading and managing the Departments within his/her area of responsibility;
- d) Authorising surveillance activity in accordance with the Authority's policy;
- e) The safeguarding of children, young people and vulnerable young adults as well as the safeguarding of vulnerable adults (including the preparation and maintenance of appropriate policies and procedures;
- f) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising recall to duty, where appropriate.

Managing budgets in accordance with Financial Regulations.

~~ASSISTANT CHIEF FIRE OFFICER~~

~~11.14 The Assistant Chief Fire Officer is responsible to the Fire Authority for:~~

- ~~a) Providing strategic leadership to shape and direct service provision;~~
- ~~b) Managing the overall co-ordination of the activities of the Service and optimising the use of resources;~~
- ~~c) Leading and managing the Departments within his/her area of responsibility;~~
- ~~d) Authorising surveillance activity in accordance with the Authority's policy;~~
- ~~e) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising recall to duty, where appropriate;~~
- ~~f) Co-ordination of business continuity arrangements for the Service;~~
- ~~g) Leading upon, developing, implementing and reviewing the Service's environment-related policies and procedures;~~

~~Managing budgets in accordance with Financial Regulations.~~

The Chief Fire Officer and Chief Executive **and** Deputy Chief Fire Officer **and** ~~Assistant Chief Fire Officer~~ are collectively referred to as Brigade Managers in some documents.

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

DIRECTORS

Governance and Commissioning

11.14 The **Director of Governance and Commissioning** is the Monitoring Officer, responsible for the duties imposed by Section 5 of the Local Government and Housing Act 1989.

11.15 The **Director of Governance and Commissioning** is responsible for:

- a) Defending/settling actions against the Authority (actual or threatened) (up to £25,000);
- b) Taking action on behalf of the Authority;
- c) Arranging for the proper administration of Member meetings;
- d) Securing appropriate decision-making arrangements;
- e) Signing documents/contracts on behalf of the Authority;
- f) Arranging an appropriate standards regime and dealing with standards issues relating to Members of the Authority;
- g) Ensuring the actions/activities of the Authority are lawful;
- h) Supporting work on the promotion of good governance;
- i) Managing an effective procurement function and processes;
- j) Act as Senior Information Risk Owner and managing information requirements e.g. Freedom of Information, Data Protection etc.;
- k) Acting as panel member in consideration and determination of applications for voluntary redundancy;
- l) **Leading upon, developing, implementing and reviewing the Service's environment-related policies and procedures;**
- m) **Monitoring and maintenance of the relationship with NW Fire Control Limited and the service that it provides (including engagement with the other authorities);**
- n) **Arranging and managing the Service's insurance arrangements;**
- o) **Arranging and managing the Service's internal audit function;**
- p) **Ensuring that appropriate corporate governance arrangements are in place and managed effectively;**
- q) **Effect arrangements to deal with risk identification and management;**

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

- r) Jointly with the Chief Fire Officer and Chief Executive and Head of Finance to prepare an annual revenue budget and capital programme for consideration and approval by the Fire Authority;
- s) Jointly with the Head of Finance to: secure and maintain systems to manage the budget; issue a precept; and report, as necessary, on financial matters to the Fire Authority;
- t) Engaging with and managing the relationship with Cheshire Constabulary for the provision of the joint services and other collaborative opportunities.

Transformation

11.16 The **Director of Transformation** is responsible for:

- a) Leading, developing, implementing and reviewing strategies, policies and procedures relating to human resources and **workforce transformation**;
- b) Ensuring that individual and organisational development needs are established and met as far as reasonably practicable;
- c) Securing and managing payroll, pension and occupational health requirements;
- d) Maintaining a suitable policy and effective procedures intended to secure appropriate checks on potential (and current) employees and volunteers (e.g. DBS);
- e) Fulfilling the role of lead officer for dignity at work issues;
- f) Managing and chairing the JCNP and leading on trade union relations;
- g) Acting as panel member in consideration and determination of applications for voluntary redundancy;
- h) Fulfilling the role of Scheme Manager responsible for the management and administration of the firefighters' pension schemes;
- i) **Leading upon, developing, implementing and reviewing the Service's equality policies and procedures.**

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

AREA MANAGERS

Protection and Organisational Performance

11.17 The Area Manager for Protection and Organisational Performance is responsible for:

- a) Act as the strategic advisor to Principal Officers and the Authority on all matters relating to the Fire Safety order with responsibility for ensuring the Authority fulfils its statutory duty in this regard;
- b) Lead on all aspects of organisational performance;
- c) Ensure the alignment of service activity with the Home Office Inspectorate requirements;
- d) Authorising the signing of any notices under the legislation relating to fire safety;
- e) Authorisation of safeguarding referrals as Duty Area Manager;
- f) Authorisation of payments for items purchased during emergencies such as refreshments when acting as Duty Area Manager;
- g) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising when acting as the Duty Area Manager or as a response to recall to duty, where appropriate.

Operational Policy and Assurance

11.18 The Area Manager for Operational Policy and Assurance is responsible for:

- a) To ensure the effective performance and integration of functions which form part of the department so as to provide the best overall support to Service Delivery and other departments;
- b) Authorisation of the Operational Policy and Assurance business continuity plans;
- c) Authorisation of safeguarding referrals as Duty Area Manager;
- d) Authorisation of payments for items purchased during emergencies such as refreshments when acting as Duty Area Manager;
- e) Securing and managing resilience arrangements, e.g. agreements under Sections 13 or 16 of the Fire and Rescue Services Act 2004;

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

- f) ~~Monitoring and maintenance of the relationship with NW Fire Control Limited and the service that it provides (including engagement with the other authorities);~~
- g) Leading upon, developing, implementing and reviewing health and safety policies and procedures;
- h) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising when acting as the Duty Area Manager or as a response to recall to duty, where appropriate;
- i) ~~Co-ordination of business continuity arrangements for the Service.~~

Service Delivery

11.19 The Area Manager for Service Delivery is responsible for:

- a) Management of the Operational Establishment including the transfer and promotion of station based personnel up to Watch Manager including extensions and terminations of temporary promotion;
- b) Appeals linked to the compulsory transfer of staff;
- c) Flexibility of crewing levels to exhaust annual leave;
- d) Payment of CPD and appeal decisions;
- e) Authorisation of the deployment of Targeted Response Vehicles and associated overtime payments;
- f) Authorisation of the Service Delivery business continuity plans;
- g) Authorisation of safeguarding referrals as Duty Area Manager;
- h) Authorisation of payments for items purchased during emergencies such as refreshments;
- i) Providing guidance in relation to proposals involving expenditure of more than £500 from UPG budgets;
- j) Authorising involvement of staff and funds to assist in partner initiatives at a local level within the unitary areas;
- k) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising when acting as the DAM or as a response to recall to duty, where appropriate.

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

HEADS OF DEPARTMENT

Prevention

11.20 The **Head of Prevention** is responsible for:

- a) Procuring and finalising data sharing arrangements.
- b) Overseeing and managing the Service's safeguarding arrangements
- c) **Lead in supporting the Community Safety Partnership across the sub-region and liaise with national government on related matters;**
- d) **Ensuring the effective management of the Service's volunteering strategy;**
- e) **Developing and delivering on key external referral programmes for the Service.**

Finance

11.21 The Head of Finance is the Section 151 Officer (Local Government Act 1972) and has responsibilities under Section 151 and Section 114 of the Local Government Finance Act 1988.

11.22 The Head of Finance is responsible for:

- a) Carrying out the powers and duties contained in the Authority's Financial Regulations;
- b) Providing high quality, professional support services;
- c) Ensuring effective control of budgets;
- d) Ensuring that the Financial Regulations are adequate and regularly monitored;
- e) ~~Negotiating and managing the Service's insurance arrangements;~~
- f) ~~Negotiating and managing the Service's internal audit function;~~
- g) Negotiating and managing treasury management activities;
- h) Acting as panel member in consideration and determination of applications for voluntary redundancy;
- i) Jointly with the Chief Fire Officer and Chief Executive and Director of Governance and Constitution to prepare an annual revenue budget and capital programme for consideration and approval by the Fire Authority;
- j) To arrange for the necessary precepts to be raised with the constituent authorities.

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

Information and Communication Technology

~~11.21 The Head of Information Technology is responsible for:~~

- ~~a) Formulating and recommending ICT strategy and policies to the Senior Management Team and Members and researching and evaluating advances in technology to optimise access to and provision of services;~~
- ~~b) Providing a common and secure ICT infrastructure which will improve and deliver requisite customer service providing satisfaction and value for money;~~
- ~~c) Leading the ICT business relationship with partners to deliver business and contractual outcomes whilst ensuring they are aligned with the Authorities priorities.~~

Head of Communications

11.23 The Head of Communications is responsible for:

- a) Developing and co-ordinating the Service's internal and external communications to ensure full and effective consultation with service users, employees, external agencies and the community (ensuring that the Authority's statutory consultations are carried out to deadline and in line with legal requirements and Authority principles);
- b) Promoting knowledge and understanding of the Service and its services and objectives, to both internal and external stakeholders, through the use of appropriate and effective communications and marketing techniques;
- c) Ensuring that appropriate corporate governance arrangements are in place and managed effectively;
- d) Approving, before publication, all public and media statements on behalf of the Service;
- e) Maintaining, updating and implementing the Authority's corporate risk, performance and project management frameworks;
- f) Maintaining an effective approach to communication using the Service's website and social media channels;
- g) Managing and securing responses to consultations from third parties.

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

GROUP MANAGERS

11.24 Group Managers are responsible for:

- a) Managing work activities within a functional area, identifying and developing proposals for improvement and planning for their implementation;
- b) Undertaking quality assurance by audit and assessment of performance against station and functional plans and ensuring the alignment of service activity with the Service's IRMP;
- c) Identifying, allocating controlling and evaluating the use of resources to support corporate objectives and implementing organisational strategies;
- d) Managing the performance of teams and individual employees through performance management processes to ensure that organisational aims and objectives are achieved;
- e) Delivering performance within the Performance Scrutiny Group and be responsible for its operation and link to performance; and
- f) In an operational context, manage and lead operational incidents as Incident Manager by devising, implementing and monitoring plans, managing resources and conducting de-briefings to ensure their effective resolution.

STATION MANAGERS

11.25 Station Managers are responsible for:

- a) Formulating Station Plans and supervising the station planning process by allocating work activities, implementing and evaluating work plans to ensure that service delivery needs are continually met;
- b) Managing and developing the Station Management Team and providing appropriate support, guidance and coaching in order that organisational aims and objectives are achieved;
- c) Identifying by assessment risk critical needs in line with the role map of Watch Managers and developing employees to ensure they are equipped with the necessary skills, knowledge and experience to fulfill their roles;
- d) Fostering positive relationships within the community through pro-active networking;
- e) Gathering and analysing local intelligence on community risks;
- f) Investigating performance and conduct related issues and any grievances raised;

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

- g) In an operational context, manage and lead operational incidents as Incident Manager by devising, implementing and monitoring plans, managing resources and conducting de-briefings to ensure their effective resolution.

DRAFT

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

General Requirements

ALL AREA MANAGERS and HEADS OF DEPARTMENT are responsible for the following:

General Responsibilities

Leading and managing the functions that the Area Manager or Head of Department is responsible for
Making returns/reporting etc., as necessary, to satisfy Governmental and/or statutory and/or regulatory requirements that apply in relation to their areas of responsibility.

Financial Responsibilities

Agreeing and managing revenue and capital budgets
Procurement of goods and services
Processing of income and pursuance of debts

In accordance with Financial Regulations and any internal guidance produced by the Head of Finance and/or the **Director of Governance and Commissioning** (e.g. approval limits set in Agresso and maintenance of imprest accounts).

Human Resourcing Responsibilities

Ongoing assessment of staffing requirements of department (and sections within it)
Management of staff
Specific assessment of staffing need whenever a post is due to/has become vacant
Filling of all vacancies
Notification to Director of Governance and Commissioning in relation to staff (appointment, grading etc)
Authorisation for overtime, expense claims etc
Completion of relevant documentation for redundancy/early retirement
Engagement at an appropriate level in disciplinary and other staff-related processes

In accordance with policies and procedures produced by the **Director of Transformation** and/or the Head of Finance.

Asset-Related Responsibilities - this includes physical assets and also information (however stored)

Maintaining adequate assets to deliver the service
--

SECTION 11 - SCHEME OF DELEGATION – (POWERS OF OFFICERS)

Safeguarding and maintenance of assets
Disposal of assets

In accordance with policies and procedures.

Risk Management Responsibilities

Reviewing and updating risk profiles and securing suitable arrangements to manage risks
Logging new risks and ensuring that mitigating actions are identified and allocated appropriately
Handling claims (potential/actual) so as to protect (not prejudice) the Authority's position and its access to insurance arrangements

Performance Management Responsibilities

Engaging appropriately in corporate performance management processes
Reporting on performance in a meaningful, timely and balanced way

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 26TH APRIL 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: WENDY BEBBINGTON

SUBJECT: EXTERNAL AUDIT PLAN AND UPDATE IN
RESPECT OF THE AUTHORITY'S ACCOUNTS
FOR 2016-17

Purpose of Report

1. To present the External Audit Plan for 2016-17, which includes the Audit fee.
2. A representative from Grant Thornton will attend the meeting to present the report to Members.

Recommended: That

- [1] the External Audit Plan in respect of the Authority's accounts for 2016-17 be noted; and
- [2] the audit fee for 2016-17 be approved (£29,860).

Background

3. The External Audit Plan (Appendix 1) explains the audit methodology, and identifies some developments and risks which underpin its priorities. It also explains the criteria used to help arrive at the Auditors' Value for Money conclusion, and shows the audit fee. The Plan also includes the results of the interim work undertaken by the Auditors and the audit timeline for 2016-17.

Financial Implications

4. This report deals with financial matters. There are no direct budgetary implications as a result of the report.

Legal Implications

5. The Authority is required to have its accounts properly audited, and the delivery of the Audit Plan should ensure that this is achieved.

Equality & Diversity Implications

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

Environmental Implications

7. There are no environmental implications arising from this report.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS:



The Audit Plan for Cheshire Fire Authority

Year ended 31 March 2017

29 March 2017

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29 March 2017

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Dear Councillor Rudd

Audit Plan for Cheshire Fire Authority for the year ending 31 March 2017

This Audit Plan sets out for the benefit of those charged with governance, an overview of the planned scope and timing of the audit, as required by International Standard on Auditing (UK & Ireland) 260. This document is to help you understand the consequences of our work, discuss issues of risk and the concept of materiality, and identify any areas where you may request us to undertake additional procedures. It also helps us gain a better understanding of the Authority and your environment. The contents of the Plan have been discussed with management.

We are required to perform our audit in line with the Local Audit and Accountability Act 2014 and in accordance with the Code of Practice issued by the National Audit Office (NAO) on behalf of the Comptroller and Auditor General in April 2015. Our responsibilities under the Code are to:

- give an opinion on the Authority's financial statements
- satisfy ourselves the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

As auditors we are responsible for performing the audit, in accordance with International Standards on Auditing (UK & Ireland), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements which give a true and fair view.

The contents of this report relate only to the matters which have come to our attention, which we believe need to be reported to you as part of our audit planning process. It is not a comprehensive record of all the relevant matters, which may be subject to change. In particular we cannot be held responsible to you for reporting all of the risks which may affect the Authority or all weaknesses in your internal controls. This report has been prepared solely for your benefit. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose. We look forward to working with you during the course of the audit.

Yours sincerely

Robin Baker
Engagement Lead

Chartered Accountants

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Understanding your business and key developments

Developments

Blue light collaboration

The Government is committed to driving further collaboration between Fire and the other blue-light services. The Policing and Crime Act has now received Royal Assent, and:

- creates a high level duty on all three emergency services to collaborate; and
- enables Police and Crime Commissioners to take on the functions of Fire and Rescue Authorities, and to potentially create a single employer for Police and Fire personnel.

Locally the Service continues to work with Cheshire Police on Blue Light Collaboration with a view to integrating back-office and professional services. The arrangements for closer working are overseen by the Blue Light Collaboration Board. The Authority agreed during April 2016 to also co-locate its headquarters to the current Police headquarters, it is hoped this will foster closer working arrangements as well as generate financial efficiencies for both organisations.

This transition to the Police headquarters has now commenced and is expected to be completed during 2017.

Head of Finance

The Authority's Head of Finance left the Authority during February 2017. Given the integration taking place as a result of Blue Light Collaboration, the Head of Finance at Cheshire Constabulary has taken over this role as a joint appointment at the Fire Authority.

Key challenges

Fire reform

The Government has set out a radical programme for Fire Reform. This is likely to include the introduction of a new inspectorate, a new standards setting body and publishing data on procurement costs.

Fire services are also being challenged to improve the diversity of their workforce.

In addition CFOA has agreed to set up a new National Fire Chiefs Council which is due to start work in April 2017.

Financial position

The Authority as other fire authorities continues to face significant financial challenges balancing service delivery against available resources at a time of reducing budgets.

Savings have continued to be achieved over the last few years to deliver a balanced budget. For 2016/17, the current expectation is an outturn underspend of £1.5m at the year end.

Looking ahead to 2017/18, the Authority approved a budget on 14 February 2017 with a 1.99% increase. To deliver this budget of £41.3m, savings of £2.3m will be required during the year.

Financial reporting changes

CIPFA Code of Practice 2016/17 (the Code)

Changes to the Code in 2016/17 reflect the aims of the 'Telling the Story' project, to streamline the financial statements to be more in line with internal organisational reporting and improve accessibility to the reader of the financial statements.

The changes affect the presentation of the Comprehensive Income and Expenditure Statement and the Movement in Reserves Statements, segmental reporting disclosures and a new Expenditure and Funding Analysis note has been introduced. The Code also requires these amendments to be reflected in the 2015/16 comparatives by way of a prior period adjustment.

Earlier closedown

The Accounts and Audit Regulations 2015 require Local Government bodies to bring forward the approval and audit of financial statements to 31 July by the 2017/18 financial year.

We have agreed with your officers to treat this year as a "dry run" towards these deadlines and have arranged to complete our fieldwork in June and July.

Other

Following discussions with the Head of Finance last year, management agreed to consider incorporating all the Authority's share in North West Fire Control (NWFC) into the Authority's accounts from 2016/17 onwards. To ensure consistency of approach, the Authority continues to liaise with the other three members of NWFC.

Our response

- We aim to complete all our substantive audit work of your financial statements by the end of July 2017.
- As part of our opinion on your financial statements, we will consider whether your financial statements accurately reflect the financial reporting changes in the 2016/17 Code.
- We will keep you informed of changes to the financial reporting requirements for 2016/17 through on-going discussions and invitations to our technical update workshops.

Materiality

In performing our audit, we apply the concept of materiality, following the requirements of International Standard on Auditing (UK & Ireland) (ISA) 320: Materiality in planning and performing an audit. The concept of materiality is fundamental to the preparation of the financial statements and the audit process and applies not only to the monetary misstatements but also to disclosure requirements and adherence to acceptable accounting practice and applicable law. An item does not necessarily have to be large to be considered to have a material effect on the financial statements. An item may be considered to be material by nature, for example, when greater precision is required (e.g. senior manager salaries and allowances).

We determine planning materiality (materiality for the financial statements as a whole determined at the planning stage of the audit) in order to estimate the tolerable level of misstatement in the financial statements, assist in establishing the scope of our audit engagement and audit tests, calculate sample sizes and assist in evaluating the effect of known and likely misstatements in the financial statements.

We have determined planning materiality based upon professional judgement in the context of our knowledge of the Authority. In line with previous years, we have calculated financial statements materiality based on a proportion of the gross revenue expenditure of the Authority. For purposes of planning the audit we have determined overall materiality to be £724k (being 2% of gross revenue expenditure). In the previous year, we determined materiality to be £724k (being 2% of gross revenue expenditure). Our assessment of materiality is kept under review throughout the audit process and we will advise you if we revise this during the audit.

Under ISA 450, auditors also set an amount below which misstatements would be clearly trivial and would not need to be accumulated or reported to those charged with governance because we would not expect that the accumulation of such amounts would have a material effect on the financial statements. "Trivial" matters are clearly inconsequential, whether taken individually or in aggregate and whether judged by any criteria of size, nature or circumstances. We have defined the amount below which misstatements would be clearly trivial to be £37k.

ISA 320 also requires auditors to determine separate, lower, materiality levels where there are 'particular classes of transactions, account balances or disclosures for which misstatements of lesser amounts than materiality for the financial statements as a whole could reasonably be expected to influence the economic decisions of users'. We have identified the following items where separate materiality levels are appropriate:

Balance/transaction/disclosure	Explanation	Materiality level
Disclosures of officers' remuneration, salary bandings and exit packages in the notes to the financial statements	Due to public interest in these disclosures and the statutory requirement for them to be made.	£5k
Disclosure of related party transactions in the notes to the financial statements	Due to public interest in these disclosures.	£20k (Individual misstatements will also be evaluated with reference to how material they are to the other party).

Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements; Judgments about materiality are made in light of surrounding circumstances, and are affected by the size or nature of a misstatement, or a combination of both; and Judgments about matters that are material to users of the financial statements are based on a consideration of the common financial information needs of users as a group. The possible effect of misstatements on specific individual users, whose needs may vary widely, is not considered. (ISA (UK and Ireland) 320)

Significant risks identified

An audit is focused on risks. Significant risks are defined by ISAs (UK and Ireland) as risks that, in the judgment of the auditor, require special audit consideration. In identifying risks, audit teams consider the nature of the risk, the potential magnitude of misstatement, and its likelihood. Significant risks are those risks that have a higher risk of material misstatement.

Significant risk	Description	Audit procedures
The revenue cycle includes fraudulent transactions	Under ISA (UK and Ireland) 240 there is a presumed risk that revenue streams may be misstated due to the improper recognition of revenue.	Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Cheshire Fire Authority, we have determined that the risk of fraud arising from revenue recognition can be rebutted, because: <ul style="list-style-type: none">• there is little incentive to manipulate revenue recognition• opportunities to manipulate revenue recognition are very limited• The culture and ethical frameworks of local authorities, including Cheshire Fire Authority, mean that all forms of fraud are seen as unacceptable Therefore we do not consider this to be a significant risk for Cheshire Fire Authority.
Management over-ride of controls	Under ISA (UK and Ireland) 240 there is a non-rebuttable presumed risk that the risk of management over-ride of controls is present in all entities.	Work completed to date: <ul style="list-style-type: none">• A walk through of the journals control environment.• No issues have been identified from our work completed to date. Further work planned: <ul style="list-style-type: none">• Review of accounting estimates, judgments and decisions made by management.• Testing of journal entries.• Review of unusual significant transactions.

"Significant risks often relate to significant non-routine transactions and judgmental matters. Non-routine transactions are transactions that are unusual, due to either size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty." (ISA (UK and Ireland) 315) . In making the review of unusual significant transactions "the auditor shall treat identified significant related party transactions outside the entity's normal course of business as giving rise to significant risks." (ISA (UK and Ireland) 550)

Significant risks identified (continued)

We have also identified the following significant risks of material misstatement from our understanding of the entity. We set out below the work we plan to address these risks.

Significant risk	Description	Audit procedures
Valuation of property, plant and equipment	The Authority re-values its assets on a rolling basis over a five year period. The Code requires that the Authority ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.	Work planned: <ul style="list-style-type: none"> Review of the competence, expertise and objectivity of any management experts used. Review of management's processes and assumptions for the calculation of the estimate. Discussions with the valuer about the basis on which the valuation is carried out and challenge of the key assumptions. Review and challenge of the information used by the valuer to ensure it is robust and consistent with our understanding. Testing of revaluations made during the year to ensure they are input correctly into the Authority's asset register. Evaluation of the assumptions made by management for those assets not revalued during the year and how management has satisfied themselves that these are not materially different to current value.
Valuation of pension fund net liability	The Authority's pension fund asset and liability as reflected in its balance sheet represent a significant estimate in the financial statements.	Work planned: <ul style="list-style-type: none"> We will identify the controls put in place by management to ensure that the pension fund liability is not materially misstated. We will also assess whether these controls were implemented as expected and whether they are sufficient to mitigate the risk of material misstatement. We will review the competence, expertise and objectivity of the actuary who carried out your pension fund valuation. We will gain an understanding of the basis on which the valuation is carried out. We will undertake procedures to confirm the reasonableness of the actuarial assumptions made. We will review the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary.

Other risks identified

Reasonably possible risks (RPRs) are, in the auditor's judgment, other risk areas which the auditor has identified as an area where the likelihood of material misstatement cannot be reduced to remote, without the need for gaining an understanding of the associated control environment, along with the performance of an appropriate level of substantive work. The risk of misstatement for an RPR or other risk is lower than that for a significant risk, and they are not considered to be areas that are highly judgmental, or unusual in relation to the day to day activities of the business.

Reasonably possible risks	Description of risk	Audit procedures
Operating expenses <div>Page 52</div>	Year end creditors and accruals are understated or not recorded in the correct period.	Work completed to date: <ul style="list-style-type: none"> We have updated our documentation of management's processes and controls. We have substantively tested a sample of expenditure transactions up to and including period 6. No issues have arisen from the work we have completed to date. Further work planned: <ul style="list-style-type: none"> We will test a further sample of operating expenditure transactions from period 7 to the year-end. We will review and test year-end accrued expenditure. We will test a sample of payables at year-end. We will complete 'cut-off' testing of expenditure recorded in the 2016/17 general ledger to test for understated and unrecorded liabilities.
Employee remuneration	Employee remuneration accruals are understated	Work completed to date: <ul style="list-style-type: none"> We have updated our documentation of management's processes and controls over pay expenditure. We have substantively tested a sample of payroll transactions up to and including period 6. Further work planned: <ul style="list-style-type: none"> We will test a further sample of operating expenditure transactions from period 7 to the year-end. We will complete a predictive analytical review of payroll expenditure. We will reconcile the payroll system to the general ledger and financial statements We will complete a trend analysis of the monthly payroll expenditure. We will test year-end payroll accruals. We will review and test the remuneration report and exit package disclosures.

"In respect of some risks, the auditor may judge that it is not possible or practicable to obtain sufficient appropriate audit evidence only from substantive procedures. Such risks may relate to the inaccurate or incomplete recording of routine and significant classes of transactions or account balances, the characteristics of which often permit highly automated processing with little or no manual intervention. In such cases, the entity's controls over such risks are relevant to the audit and the auditor shall obtain an understanding of them." (ISA (UK and Ireland) 315)

Other risks identified (continued)

Reasonably possible risks	Description of risk	Audit procedures
Fire Pensions Benefits Payable	Benefits improperly computed / Claims liability understated	<p>Work completed to date:</p> <ul style="list-style-type: none"> We have updated our documentation of management's processes and controls over pension expenditure. We have substantively tested a sample of lump sum and pension payments for new pensioners up to and including period 6. No issues have arisen from the work we have completed to date. <p>Further work planned:</p> <ul style="list-style-type: none"> We will test a further sample of lump sum and pension payments from period 7 to the year-end. We will complete a predictive analytical review of the pensions payroll. We will agree the figures in the pension fund account are consistent with the underlying pension system.
Fire Pensions Contributions Receivable	Contributions revenue is fraudulently recognised	<p>Work completed to date:</p> <ul style="list-style-type: none"> We have updated our documentation of management's processes and controls for deduction of employee and employer deductions. We have substantively tested a sample of payroll deductions up to and including period 6 as part of the employee remuneration to ensure the correct % rate has been applied. <p>Further work planned:</p> <ul style="list-style-type: none"> We will test a further sample of contribution deductions from period 7 to the year-end. We will complete a predictive analytical review of the contribution revenue.

Other risks identified (continued)

Reasonably possible risks	Description of risk	Audit procedures
Changes to the presentation of local authority financial statements	<p>CIPFA has been working on the 'Telling the Story' project, for which the aim was to streamline the financial statements and improve accessibility to the user and this has resulted in changes to the 2016/17 Code of Practice.</p> <p>The changes affect the presentation of income and expenditure in the financial statements and associated disclosure notes. A prior period adjustment (PPA) to restate the 2015/16 comparative figures is also required.</p>	<p>Work planned:</p> <ul style="list-style-type: none"> • We will document and evaluate the process for the recording the required financial reporting changes to the 2016/17 financial statements. • We will review the re-classification of the Comprehensive Income and Expenditure Statement (CIES) comparatives to ensure that they are in line with the Authority's internal reporting structure. • We will review the appropriateness of the revised grouping of entries within the Movement In Reserves Statement (MIRS). • We will test the classification of income and expenditure for 2016/17 recorded within the Cost of Services section of the CIES. • We will test the completeness of income and expenditure by reviewing the reconciliation of the CIES to the general ledger. • We will test the classification of income and expenditure reported within the new Expenditure and Funding Analysis (EFA) note to the financial statements. • We will review the new segmental reporting disclosures within the 2016/17 financial statements to ensure compliance with the CIPFA Code of Practice.

Other risks identified (continued)

Going concern

As auditors, we are required to “obtain sufficient appropriate audit evidence about the appropriateness of management's use of the going concern assumption in the preparation and presentation of the financial statements and to conclude whether there is a material uncertainty about the entity's ability to continue as a going concern” (ISA (UK and Ireland) 570). We will review the management's assessment of the going concern assumption and the disclosures in the financial statements.

Other material balances and transactions

Under International Standards on Auditing, "irrespective of the assessed risks of material misstatement, the auditor shall design and perform substantive procedures for each material class of transactions, account balance and disclosure". All other material balances and transaction streams will therefore be audited. However, the procedures will not be as extensive as the procedures adopted for the risks identified in the previous sections but will include:

Page 55

- Cash and cash equivalents
- Investments (long term and short term)
- Borrowings and other liabilities (long and short term)
- Provisions
- Useable and unusable reserves
- Movement in Reserves Statement and associated notes
- Statement of cash flows and associated notes
- Financing and investment income and expenditure
- Taxation and non-specific grants
- Segmental reporting note
- Related party transactions note
- Capital expenditure and capital financing note
- Financial instruments note
- Fire Fighters Pension Fund Account and related notes

Value for Money

Background

The Code requires us to consider whether the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the Value for Money (VfM) conclusion.

The National Audit Office (NAO) issued its guidance for auditors on value for money work for 2016/17 in November 2016. The guidance states that for local government bodies, auditors are required to give a conclusion on whether the Authority has proper arrangements in place.

The guidance identifies one single criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

This is supported by three sub-criteria as set out opposite:

Sub-criteria	Detail
Informed decision making	<ul style="list-style-type: none">• Acting in the public interest, through demonstrating and applying the principles and values of sound governance• Understanding and using appropriate cost and performance information (including, where relevant, information from regulatory/monitoring bodies) to support informed decision making and performance management• Reliable and timely financial reporting that supports the delivery of strategic priorities• Managing risks effectively and maintaining a sound system of internal control
Sustainable resource deployment	<ul style="list-style-type: none">• Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions• Managing and utilising assets effectively to support the delivery of strategic priorities• Planning, organising and developing the workforce effectively to deliver strategic priorities.
Working with partners and other third parties	<ul style="list-style-type: none">• Working with third parties effectively to deliver strategic priorities• Commissioning services effectively to support the delivery of strategic priorities• Procuring supplies and services effectively to support the delivery of strategic priorities.

Value for Money (continued)

Risk assessment

We have carried out an initial risk assessment based on the NAO's auditor's guidance note (AGN03). In our initial risk assessment, we considered:

- our cumulative knowledge of the Authority, including work performed in previous years in respect of the VfM conclusion and the opinion on the financial statements.
- the findings of other inspectorates and review agencies.
- any illustrative significant risks identified and communicated by the NAO in its Supporting Information.
- any other evidence which we consider necessary to conclude on your arrangements.

We have not identified any significant risks from our initial risk assessment. As we noted in the Annual Audit Letter last year the Authority continues to face on-going financial challenges but continues to have effective arrangements in place to manage its finances. Savings have continued to be achieved to deliver a balanced budget over the last few years and for 2016/17, the current expectation is an outturn underspend of £1.5m at the year end. Looking ahead to 2017/18, the Authority approved a budget on 14 February 2017 with a 1.99% increase. To deliver this budget of £41.3m, savings of £2.3m will be required during the year.

The Service continues to work with Cheshire Police on Blue Light Collaboration with a view to integrating back-office and professional services. The arrangements for closer working are overseen by the Blue Light Collaboration Board. The Authority agreed during April 2016 to co-locate its headquarters to the current Police headquarters, it is hoped this will foster closer working arrangements as well as generate financial efficiencies for both organisations. This transition to the Police headquarters has now commenced and is expected to be completed during 2017.

We will continue our review of your arrangements, including reviewing your Annual Governance Statement, before we issue our auditor's report. Looking ahead there will be increasing attention on the new requirements for emergency service collaboration as set out in the Police & Crime Act 2017.

Reporting

The results of our VfM audit work and the key messages arising will be reported in our Audit Findings Report and in the Annual Audit Letter. We will include our conclusion in our auditor's report on your financial statements.

Other audit responsibilities

In addition to our responsibilities under the Code of Practice in relation to your financial statements and arrangements for economy, efficiency and effectiveness we have a number of other audit responsibilities, as follows:

- We will undertake work to satisfy ourselves that the disclosures made in your Annual Governance Statement are in line with CIPFA/SOLACE guidance and consistent with our knowledge of the Authority
- We will read your Narrative Statement and check that it is consistent with the financial statements on which we give an opinion and that the disclosures included in it are in line with the requirements of the CIPFA Code of Practice.
- We will carry out work on your consolidation schedules for the Whole of Government Accounts process in accordance with NAO instructions to auditors.
- We consider our other duties under the Act and the Code, as and when required, including:
 - We will give electors the opportunity to raise questions about your financial statements and consider and decide upon any objections received in relation to the financial statements;
 - issue of a report in the public interest; and
 - making a written recommendation to the Authority, copied to the Secretary of State

We certify completion of our audit.

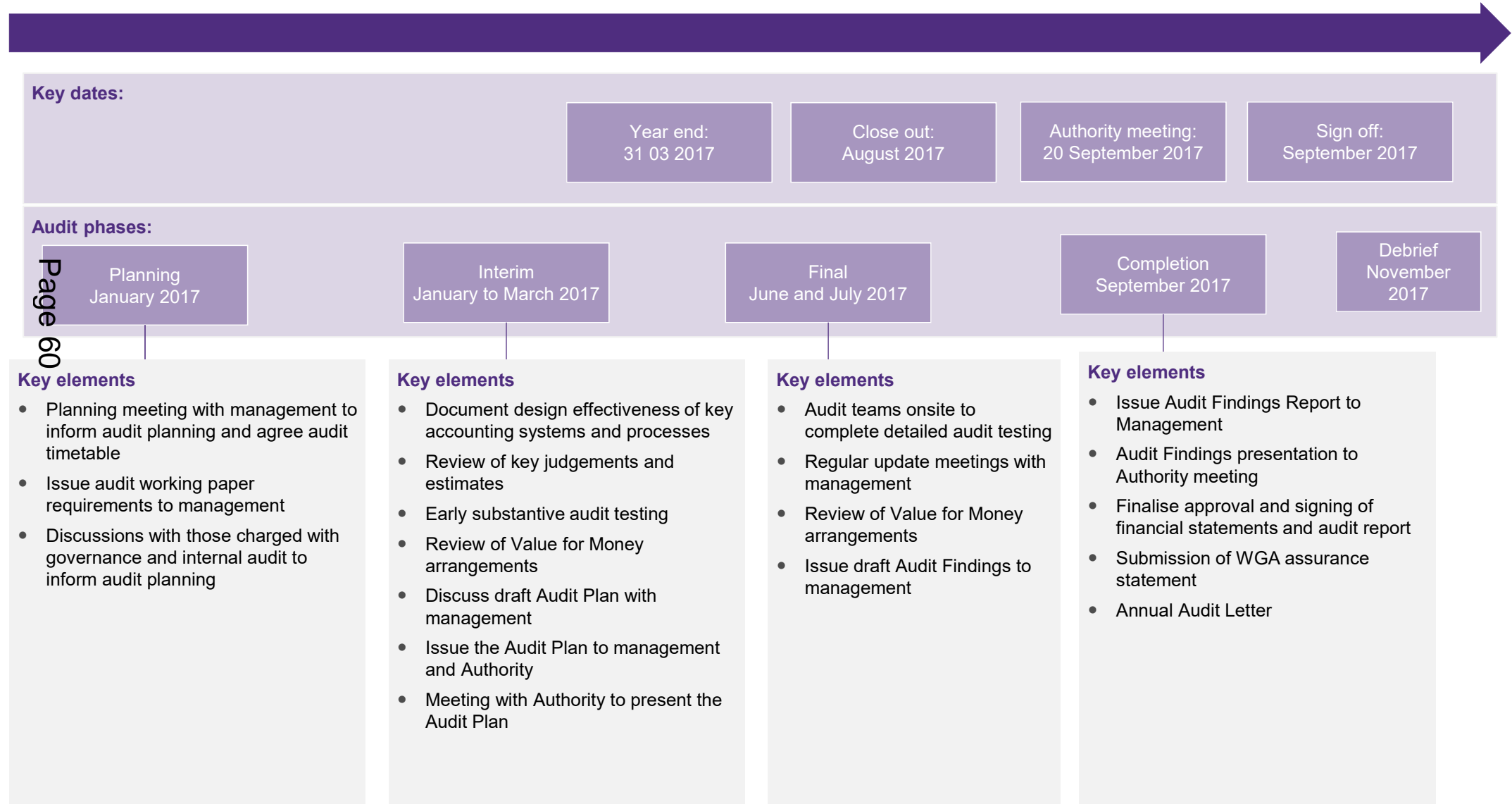
Results of interim audit work

The findings of our interim audit work, and the impact of our findings on the accounts audit approach, are summarised in the table below:

	Work performed	Conclusion
Internal audit	<p>We have completed a high level review of internal audit's overall arrangements.</p> <p>We have also reviewed internal audit's work on the Authority's key financial systems to date. We have not identified any significant weaknesses impacting on our responsibilities.</p>	<p>Overall, we have concluded that the internal audit service provides an independent and satisfactory service to the Authority and that internal audit work contributes to an effective internal control environment.</p> <p>Our review of internal audit work has not identified any weaknesses which impact on our audit approach.</p>
Entity level controls	<p>We have obtained an understanding of the overall control environment relevant to the preparation of the financial statements including:</p> <ul style="list-style-type: none"> • Communication and enforcement of integrity and ethical values • Commitment to competence • Participation by those charged with governance • Management's philosophy and operating style • Organisational structure • Assignment of authority and responsibility • Human resource policies and practices 	<p>Our work has identified no material weaknesses which are likely to adversely impact on the Authority's financial statements.</p>
Walkthrough testing	<p>Our work in relation to the payroll, operating expenses and pensions (lump sum and contributions)has not identified any issues which we wish to bring to your attention. Internal controls have been implemented by the Authority's in accordance with our documented understanding. Our walkthrough of Property, Plant and Equipment will be completed during our final accounts audit visit.</p>	<p>Internal controls have been implemented by the Authority in accordance with our documented understanding.</p> <p>Our work completed to date has not identified any weaknesses which impact on our audit approach.</p>
Early substantive testing	<p>We have undertaken early testing on your payroll, operating expenditure, Central government grants and Council Tax precepts, pension payments and contributions.</p>	<p>There are no issues arising from our initial work that we wish to bring to your attention. Testing of the remainder of the financial year will be completed at the final accounts visit in June 2017.</p>

The audit cycle

The audit timeline



Audit Fees

Fees

	£
Fire Authority audit	29,860
Total audit fees (excluding VAT)	29,860

Our fee assumptions include:

- Supporting schedules to all figures in the accounts are supplied by the agreed dates and in accordance with the agreed upon information request list
- The scope of the audit, and the Authority and its activities, have not changed significantly
- The Authority will make available management and accounting staff to help us locate information and to provide explanations
- The accounts presented for audit are materially accurate, supporting working papers and evidence agree to the accounts, and all audit queries are resolved promptly.

Grant certification

- Our fees for grant certification cover only housing benefit subsidy certification, which falls under the remit of Public Sector Audit Appointments Limited
- Fees in respect of other grant work, such as reasonable assurance reports, are shown under 'Fees for other services'.

Fees for other services

Fees for other services detailed on the following page, reflect those agreed at the time of issuing our Audit Plan. Any changes will be reported in our Audit Findings Report and Annual Audit Letter.

What is included within our fees

- A reliable and risk-focused audit appropriate for your business
- Feed back on your systems and processes
- Regular sector updates
- Ad-hoc telephone calls and queries
- Technical briefings and updates
- Regular contact to discuss strategy and other important areas
- A review of accounting policies for appropriateness and consistency
- Annual technical updates for members of your finance team
- Regular Audit Committee Progress Reports

Independence and non-audit services

Ethical Standards and ISA (UK and Ireland) 260 require us to give you timely disclosure of matters relating to our independence. In this context, we disclose the following to you:

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board's Ethical Standards and we confirm that we are independent and are able to express an objective opinion on the financial statements.

We confirm that we have implemented policies and procedures to meet the requirements of the Auditing Practices Board's Ethical Standards.

For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to Cheshire Fire Authority. There are no fees which we are required to report to you.

The amounts detailed are fees agreed to-date for audit related and non-audit services (to be) undertaken by Grant Thornton UK LLP (and Grant Thornton International Limited network member Firms) in the current financial year. Full details of all fees charged for audit and non-audit services by Grant Thornton UK LLP and by Grant Thornton International Limited network member Firms will be included in our Audit Findings report at the conclusion of the audit.

Communication of audit matters with those charged with governance

International Standard on Auditing (UK and Ireland) (ISA) 260, as well as other ISAs (UK and Ireland) prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

This document, The Audit Plan, outlines our audit strategy and plan to deliver the audit, while The Audit Findings will be issued prior to approval of the financial statements and will present key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

We will communicate any adverse or unexpected findings affecting the audit on a timely basis, either informally or via a report to the Authority.

Respective responsibilities

As auditor we are responsible for performing the audit in accordance with ISAs (UK and Ireland), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance.

This plan has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by Public Sector Audit Appointments Limited (<http://www.psaa.co.uk/appointing-auditors/terms-of-appointment/>)

We have been appointed as the Authority's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England at the time of our appointment. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice ('the Code') issued by the NAO and includes nationally prescribed and locally determined work (<https://www.nao.org.uk/code-audit-practice/about-code/>). Our work considers the CCG's key risks when reaching our conclusions under the Code.

The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

It is the responsibility of the Authority to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Authority is fulfilling these responsibilities.

Our communication plan	Audit Plan	Audit Findings
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issues arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence. Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged. Details of safeguards applied to threats to independence	✓	✓
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Non compliance with laws and regulations		✓
Expected modifications to the auditor's report, or emphasis of matter		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern	✓	✓



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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 26TH APRIL 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: CHRIS ASTALL

SUBJECT: INTERNAL AUDIT PLAN 2017-18

Purpose of Report

1. To seek approval for the Authority's 2017-18 Internal Audit Plan.
2. The Plan (attached to the report as Appendix 1) has been prepared by Mersey Internal Audit Agency (MIAA), the supplier of internal audit services to the Authority. A representative of MIAA will attend the meeting to present the plan to Members.

Recommended:

- [1] That Members approve the Internal Audit Plan for 2017-18.

Background

3. Under the United Kingdom Public Sector Internal Audit Standards (PSIAS), the Authority is required to implement an annual risk-based internal audit plan from which an annual assurance opinion can be derived. The internal audit activity must evaluate and contribute to the improvement of governance, risk management and control processes using a systematic and disciplined approach, focusing on the following key aspects:
 - Achievement of the organisation's strategic objectives;
 - Reliability and integrity of financial and operational information;
 - Effectiveness and efficiency of operations and programmes;
 - Safeguarding of assets; and
 - Compliance with laws, regulations, policies, procedures and contracts.
4. The Authority's internal audit function is outsourced and the provider is MIAA. MIAA has developed the Plan (Appendix 1) after considering the Authority's plans, risk profiles and engagement with relevant Heads of Department and Senior Officers.

Information

5. Findings from internal audits are used by management to take action where control weaknesses are identified and also to provide the evidence upon which MIAA base a professional opinion about the adequacy and effectiveness of the Authority's governance, risk management and control arrangements.
6. Progress against the Plan will be monitored by the Performance & Overview Committee (P&O) as part of the Service's quarterly performance reporting cycle and any specific issues identified during the year may be escalated by P&O to the Fire Authority. Implementation of recommendations is also monitored and tracked by senior officers on the Cheshire planning system, and any critical weaknesses identified are escalated to the Risk Management Board (RMB).

Financial Implications

8. Internal audit is an outsourced service which is funded from existing budgets.

Legal Implications

9. The delivery of the Internal Audit Plan helps to ensure that the Authority is able to meet its requirement to produce an Annual Governance Statement.

Equality & Diversity Implications

10. There are no equality and diversity impacts arising from this report.

Environmental Implications

11. There are no specific impacts on the environment arising from this report.

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

BACKGROUND PAPERS: None

Appendix 1: Internal Audit Plan 2017-18

Mersey Internal Audit Agency

Internal Audit Plan 2017/18
(Including Strategic Plan 2016-2019)
Cheshire Fire Authority (26th April 2017)

Contents

1. Your Plan on a Page
2. Your 3 Year Strategic Internal Audit Plan

Appendix A: Your 2017/18 Detailed Operational Plan

Appendix B: Your Team



1. Your Plan on a Page

This plan describes how your plan has been developed and how MIAA will deliver your internal audit services in 2017/18.

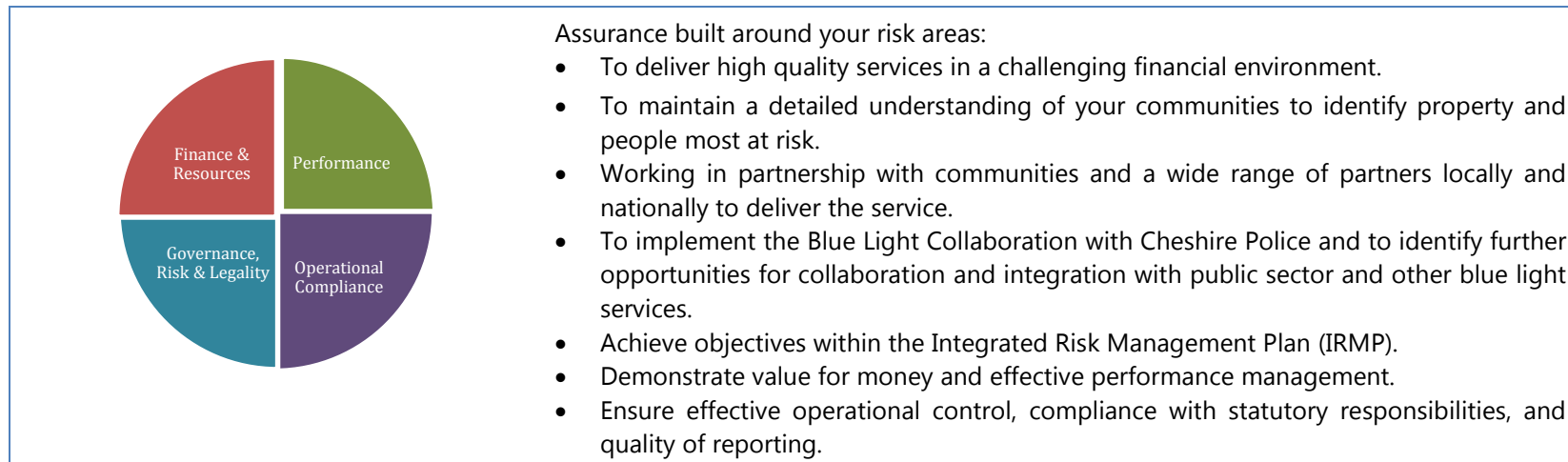


2. Your 3 Year Strategic Internal Audit Plan

The Internal Audit Plan approach ensures that you are provided with a comprehensive service that can support the Authority in discharging their governance responsibilities. The Internal Audit Plan has been developed following a comprehensive risk assessment aligned to your strategic objectives. Our approach fully complies with the Public Sector Internal Audit Standards. During the establishment of the plan and through the prioritisation of coverage, we consider the audit resource requirements. Any impact on the integrity of the plan, including those relating to resources, will be brought to the attention of the Authority.

2.1 Risk Assessment

A key focus of the risk assessment is understanding your vision and ensuring that the internal audit plan contributes to your objectives. This in turn ensures that the assurances provided are built around your risks. The high level risk assessment of the Authority is provided below.



2.2 Strategic Internal Audit Plan Coverage

This section sets out the proposed strategic 3 year Internal Audit Plan which is based on the full risk assessment and prioritises coverage on a combination of risk rating, organisational impact and recognition of the Authority's wider assurance mechanisms. The risk source references the utilisation of your Corporate Risk Register, IRMP and other key documents, discussions with key officers, along with our knowledge and experience of the challenges facing the sector. The Strategic Internal Audit Plan is subject to risk assessment each year, or more frequently as the need arises.

A detailed operational plan for 2017/18 demonstrating the risk source in relation to each output is provided in Appendix A.

CORE AUDIT PLAN OUTPUTS	2016/17	2017/18	2018/19	Risk Source
FINANCE & RESOURCES				
Combined Financial Systems / Ledger Migration	✓	✓	✓	IRMP / Audit Risk Assessment
National Fraud Initiative	✓		✓	Audit Risk Assessment / Management Request
Insurance Arrangements	✓			Audit Risk Assessment / Management Discussions
PERFORMANCE				
Apprenticeship Schemes			✓	IRMP
ERP2 Safe and Well Action Plan			✓	IRMP
Station Management Framework	✓	✓		IRMP
On Call Availability	✓			IRMP
Partnership Arrangements	✓			IRMP
Safety Centre			✓	IRMP
OPERATIONAL COMPLIANCE				
Business Continuity		✓		Audit Risk Assessment
IT Critical Applications	✓		✓	Audit Risk Assessment

CORE AUDIT PLAN OUTPUTS	2016/17	2017/18	2018/19	Risk Source
Pilot Inspection Exercise		✓		Management Discussions / Audit Risk Assessment
Site Risk Information / Prevention Protection or Business Audits	✓	✓	✓	IRMP
GOVERNANCE, RISK & LEGALITY				
Risk Maturity: Departmental / Station Level			✓	Audit Risk Assessment
Bluelight Collaboration		✓		
Equality and Diversity: Recruitment		✓		IRMP / Audit Risk Assessment
Local Code of Corporate Governance	✓	✓	✓	Audit Risk Assessment / Management Request
FOLLOW UP & CONTINGENCY				
Follow-up	✓	✓	✓	✓
Contingency	✓	✓	✓	✓
COMMITTEE, PLANNING & MANAGEMENT				
Planning liaison and management	✓	✓	✓	✓
Reporting and meetings	✓	✓	✓	✓

We will continuously update our understanding of the risks facing the Authority through National insights, our regular liaison meetings with staff and keeping an oversight of Authority and Committee agendas. We recognise that we may need to update the audit plan during the year as different risks emerge, and we will naturally keep you informed about any proposed changes to the plan. Any changes will be discussed with management, approved through the Policy Approval Group and reported to the Performance and Overview Committee.

Appendix A: 2017/18 Detailed Operational Plan

The 2017/18 Operational plan is provided below, and includes the Executive Director lead and proposed timing of each assignment. The assignments will reflect review and consideration of your Corporate Risk Register, Integrated Risk Management Plan and other key documents, discussions with key officers, along with our knowledge and experience of the challenges facing the sector.

CORE AUDIT PLAN OUTPUTS	Executive Director Lead	Proposed Timing
FINANCE & RESOURCES		
Combined Financial Systems - To provide support and assurance on the migration of the financial ledger as part of Blue Light Collaboration.	<i>Head of Finance</i>	Q3-4
PERFORMANCE		
Station Management Framework – A review of the processes and controls in place at a local level to ensure standards, routines and risk critical activities required to ensure well managed operational sites are in place and in compliance with the Framework. Specific areas to be risk assessed and agreed with management.	<i>Head of Service Delivery</i>	Q2
OPERATIONAL COMPLIANCE		
Business Continuity – To undertake a baseline assessment of current arrangements against best practice and to assess the robustness of the business continuity arrangements in place.	<i>Head of Operational Policy and Assurance</i>	Q2
Pilot Inspection Exercise – CFRS take part in an Operational Fire Peer Challenge every three years undertaken by a peer group. Cheshire first undertook this challenge in 2012 and were due to commence the 2nd assessment in February 2016. The Government (Home Office) are proposing to pilot a new scheme for 2017 and as such it is proposed that MIAA will support management in evaluating the evidence in place to support this assessment.	<i>Head of Protection</i>	Q4
Site Risk Information / Prevention Protection or Business Audits (Cyclical Reviews) –	<i>Head of Protection</i>	Q1
Business Audits – To provide assurance that they are being completed, managed, reported in line with the organisational strategy.		
GOVERNANCE, RISK & LEGALITY		
Bluelight Collaboration: Over the past two years the Authority has been working on a blue light collaboration programme with the two other emergency services responsible for protecting the communities of Cheshire East, Cheshire West and Chester, Halton and	<i>Head of Legal and Democratic Services</i>	Q3

CORE AUDIT PLAN OUTPUTS	Executive Director Lead	Proposed Timing
<p>Warrington. The main element of this is a major project with Cheshire Constabulary to bring together each organisation's support services into a single team and establish a new joint headquarters at the police's current site at Clemonds Hey near Winsford.</p> <p>The review will provide assurance around governance, including decision-making, information exchange, risk mapping/sharing, handling of conflicts, holding of assets and service levels and performance. In addition, It will look at the practical arrangements in place helping the organisations to move through programme delivery to fully functioning joint teams.</p>		
<p><u>Equality and Diversity: Recruitment and Retention</u> - The Equality Act 2010 introduced the Public Sector Equality Duty, also referred to as the General Equality Duty, which came into effect on the 5th of April 2011. The General Equality Duty has three aims. It requires public bodies, including the Constabulary, to have due regard to the need to: -</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act • Advance equality of opportunity between people who share a protected characteristic and people who do not share it • Foster good relations between people who share a protected characteristic and people who do not share it. <p>The Service must publish a set of measurable Equality Objectives every four years. These are currently set out in the Equalities and Inclusion Action Plan 2014 – 2016 and the Corporate Equalities and Inclusion Strategy 2014 – 2016. The objective of this review will be to review the Authority's strategy and processes to demonstrate compliance with the Equality Act and the steps taken to deliver on these key objectives.</p>	Head of People and Development	Q1
<p><u>Local Code of Corporate Governance</u> – The Code of Corporate Governance in Local Government provides an overall framework that is intended to be followed as best practice for developing and maintaining a local code of governance. The Framework defines the principles that should underpin the governance of each local government body and provides a structure to help individual authorities with their own approach to governance.</p> <p>In accordance with guidance, the Authority maintains a Local Code of Corporate Governance including a 'Framework' that provides a structure of monitoring compliance and assurance under the key principles of the code and the publication of an Annual Governance Statement (AGS) to report on compliance. The focus of the review will be to undertake an independent review of the Authority's Local Code of Corporate Governance framework and supporting evidence in order to determine whether it is compliant to the National Framework.</p>	Head of Legal and Democratic Services	Q4

CORE AUDIT PLAN OUTPUTS	Executive Director Lead	Proposed Timing
FOLLOW UP & CONTINGENCY		
Follow-up – This will be conducted throughout the year to provide the Authority and Performance & Overview Committee with assurance regarding management's implementation of agreed actions.	Head of Legal and Democratic Services	Throughout the Year
Contingency – This element of the plan allows the flexibility to respond to management requests in order to meet specific client needs during the course of the financial year.		Throughout the Year
COMMITTEE, PLANNING & MANAGEMENT		
In providing an internal audit service an allocation of time is required for the management of the contract:		Throughout the Year
<ul style="list-style-type: none"> ▪ Planning liaison and management - Incorporating preparation and attendance at Performance & Overview Committee, Risk Management Committee; completion of risk assessment and planning; liaison with the client and organisation of the audit reviews. 		
<ul style="list-style-type: none"> ▪ Reporting and meetings - Key reports will be provided to support this, such as the Director of Audit Opinion and Annual Report, Annual Plan and Interim Update Reports. 		

Following agreement of the plan a schedule of the timing for the audit reviews will be provided in the Internal Audit Progress Report. Liaison with your External Auditors will take place to ensure maximum benefit is derived from your total audit resource.



Appendix B: Your Team

In the delivery of our range of services we maintain a balance between having consistency in the staff working on your contract whilst introducing new staff with experience of working in other organisations. We have found this to be a very effective method of operating which has enabled our staff to develop familiarity and experience of your financial systems and the specific issues you face and has provided your staff with recognised points of contact with whom they can discuss audit issues.



Tim Crowley
(CPFA)

Director

Tel: 07768 131789

tim.crowley@miaa.nhs.uk

Tim has worked in senior audit, assurance and governance roles in the health sector for over 30 years. As Director of MIAA he leads an organization with a national reputation for the delivery of audit and assurance services to the NHS. In particular, he has a track record of achievements in the areas of standard setting and development; assurance design; and board engagement on audit and assurance matters. Tim is an active member of the Public Sector Internal Audit Standards Board, leading the work on professional standard setting.



Steve Connor
(CPFA, MBA)

Commercial Director

Tel: 07768 131785

steve.connor@miaa.nhs.uk

Steve has overall responsibility for MIAA business development along with the delivery, performance and resource management across all of MIAA's clients. This includes keeping MIAA at the forefront in terms of Internal Audit practice and supporting NHS organisations and their Audit Committees in all aspects of Audit and Governance.



Karan Wheatcroft
(CPFA)

Operations Director

Tel: 07887 855462

karan.wheatcroft@miaa.nhs.uk

Karan has significant experience of managing the delivery and development of internal audit and assurance services. During her many years of experience of NHS Internal Audit she has built important relationships and systems knowledge across health care organisations, including primary and secondary care, former Strategic Health Authority and third sector providers.



Kevin Lloyd
(CPFA)

Assistant Director

Tel: 0161-743-2029 / 07585 401639

Kevin.lloyd@miaa.nhs.uk

A specialist in the delivery of internal audit services Kevin has 15 years of experience in delivering internal audit and assurance to the public sector. Kevin has specialised in leading audit teams on an extensive range of risk based internal audits special investigations.

Kevin will be your lead engagement contact ensuring strong relationships and understanding of the organisation and leading the team to meet your needs.



Michael Nulty
(CPFA)

Audit Manager

Tel: 0161 743 2028

michael.nulty@miaa.nhs.uk

Michael has over 11 years of experience of working in the public sector in both Internal and External Audit.

Michael has worked for MIAA for over 6 years and has excellent experience on leading on a range of audit and advisory assignments across CCG's, Foundation and Community Trusts. As the CCG's Internal Audit Manager, Michael is a key contact for the audit contract.



**Tony Cobain****(CIIA/ QiCA)**

Head of IM&T

Tel: 07770971006

Tony.cobain@miaa.nhs.uk

Tony has undertaken major IM&T consultancy and secondment assignments at a national and regional level. He is co-author of the NHS Information Security Code of Practice and has worked as part of the development team for the security elements of the NHS Information Governance Toolkit.

He has led and personally undertaken significant assignments relating to:

- the merger and transfer of services to shared IT services
- service management and governance including compliance with relevant ISO and standards
- security management including compliance with ISO 27001
- vulnerability assessment and penetration testing.

He has also served on the Board of the City of Liverpool College, where he was Chair of the Audit committee and led on the development and implementation of new governance structures.

**Dave Orme****(CISA)**

Senior IM&T Manager

Tel: 07917 156425

david.orme@miaa.nhs.uk

Dave has significant cross sector experience, initially in mainframe operations, technical management and operational roles, and then within internal computer audit, providing technical support, consultancy, data analysis and technical auditing. Dave has strong knowledge of NHS Information systems, providing advice and guidance on security best practice and using this to develop risk based audit plans.



CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 26th APRIL 2017
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: MATTHEW MAGUIRE

SUBJECT: CHESHIRE AND WARRINGTON PUBLIC
SERVICE REFORM STRATEGY 2017-2020

Purpose of Report

1. This report presents the Sub-regional Public Service Reform Strategy 2017-2020 (the Strategy) for the Fire Authority to consider. The full Strategy is attached as Appendix 1 to this report. The Strategy has been developed to clearly set out the programme of work being delivered at a Cheshire-wide level by the Fire Authority and its local partners.

Recommended:

- [1] That the report be considered.

Background

2. The Cheshire and Warrington Sub-Region is the partnership that brings together local councils, the Police and Crime Commissioner (PCC), the police, fire and rescue service, NHS and health bodies, probation services, local enterprise partnership and relevant Government agencies from across Cheshire, to collaborate around key issues and shared agendas.
3. The Strategy has been developed by the Public Service Transformation Programme Board, where the Authority is represented by the Head of Policy and Inclusion, Matt Maguire. The Authority is represented on the Leaders' Board by the Chair of the Fire Authority and at the Management Board by the Chief Fire Officer and Chief Executive.
4. Public service reform (PSR) is one of two overarching strategic priorities of the Sub-Regional Leaders' Board. The other is economic growth, which links to the growth deal and mayoral model being discussed and negotiated with the Government.
5. While Halton sits within the Liverpool City Region for economic growth and other issues covered by the city's growth deal, on issues of public

service reform and other areas not under the new metro mayor's remit it sits with the Cheshire and Warrington partnership.

Information

6. The Strategy was developed collectively by the sub-regional partners. The Strategy sets out how the partners aim to take action in relation to those individuals with the most complex needs and how they intend to improve the wellbeing and prosperity of all Cheshire's communities.
7. The Strategy draws together a range of activities and work-streams that are being pursued in order to address the issues faced by those most in need across Cheshire.
8. This includes work focused on key demographic groups, such as those furthest away from the jobs market and in low-income employment, people who may be affected by domestic abuse and those at risk of entering the criminal justice system.
9. The Strategy aims to focus resources on prevention, to support those in greatest need and to reduce reliance on public services – following a model similar to that achieved by fire and rescue services over the last decade.
10. The Strategy is organised into three overarching themes: health and wellbeing; complex dependency; and enablers. Each of the themes contains a number of activities and projects beneath a series of sub-headings, as set out below.

Health and wellbeing

- Mental health
- Learning disabilities
- Health and social care

Complex dependency

- Complex worklessness and in-work progression
- Tackling domestic abuse
- Reducing reoffending

Enablers

- Leadership in public services
- Digital public services
- One public estate

Other

- Emergency services collaboration
- Investing in public service reform
- Outcomes

- Benefit realisation
11. A final section highlights other related projects and collaborations that will impact on this work, such as the Fire Authority's Blue Light Collaboration with the PCC and Cheshire Constabulary.
 12. The Strategy will provide a direction of travel for the sub-regional partnership over the next three years and will be reviewed and refreshed at periodic intervals. Where the issues align with the work of the Fire Authority, such as is the case with the Complex Dependency Programme, these have already been included in the Integrated Risk Management Plan (IRMP) for 2017-18 and relevant Departmental Plans.

Financial Implications

13. The Fire Authority makes an annual financial contribution to the Sub-Region, which funds a number of supporting posts and work-streams. Other major programmes are funded through additional sources, such as Government transformation funding, as is the case with the Complex Dependency Programme. Other projects, such as the Blue Light Collaboration, are funded independently of the Sub-Region, by the agencies involved.

Legal Implications

14. The Sub-Region is not a legal partnership. However, many of the work-streams being delivered support the agencies and partners involved helping them to discharge their various legal obligations.

Equality and Diversity Implications

15. The development of the Strategy was supported by an overarching needs assessment which considered the impact on those from marginalised and minority communities and those with enhanced needs. All the programmes and activities are supported by Equality Impact Assessments.

Environmental Implications

16. There are no environmental impacts arising from this Strategy.

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

BACKGROUND PAPERS: NONE

EXECUTIVE SUMMARY

In Cheshire and Warrington we have a track record in transforming our public services either as individual partner organisations or working collaboratively across one or more partners. We are also successful in attracting external funding to help us to improve public service in Cheshire and Warrington. Our Public Service Reform Strategy and Action Plan aims to bring together key transformation activity under a single Public Service Reform Strategy.

OVERARCHING THEME – HEALTH AND WELLBEING.**Mental Health in Cheshire and Warrington**

There is increased focus on and commitment to addressing the challenges around mental health services nationally and locally in the sub-region. We will build on the success of our Street Triage initiative and our Mental Health Concordat by reviewing and refocussing strategic approach to mental health service.

Learning Disabilities in Cheshire and Warrington

Winterbourne View and other subsequent National reports provided renewed focus on the care and support for people with learning disabilities and autism. We will continue to work collaboratively with our partners through our Transforming Care Partnership across Cheshire and Merseyside.

Health and Social Care in Cheshire and Warrington.

The health and social care system in Cheshire and Warrington faces greater demands from the increases in the number older, more frail and vulnerable people, health inequalities in some areas and a reducing resources base. We will continue to implement our transformation programmes and will promote the importance of leadership across the health and social care system and engagement with partners and communities as a key to successful, sustainable transformation.

OVERARCHING THEME – COMPLEX DEPENDENCY**Complex Worklessness and in-work progression**

Our focus under this theme will be on those people who are furthest away from the job market and helping those who are in low income work to progress into higher income roles. We will, therefore, develop an integrated approach to tackle complex worklessness, linked to our complex dependency model, and will develop a range of services to support low income groups.

Tackling Domestic Abuse

In 2015/16 there were 6,390 incidents of domestic abuse reported to Cheshire Police with almost 20% of which were repeat incidences. In response, through our new Domestic Abuse Strategy Board, we will refresh our Domestic Abuse Strategy and approach to tackling this abuse.

Reducing Re-offending in Cheshire and Warrington

Reducing re-offending is a key priority for many partners across the sub-region and one which can improve outcomes for individuals and communities. There is an appetite among partners to move toward a pan-Cheshire approach underpinned by shared principles and

local determination along the lines of our successful approach to tackling complex dependency. We will map and review existing arrangements and will pilot the approach on a small cohort of offenders.

OVERARCHING THEME – THE ENABLERS

Leadership in Public Services

Collaborative Leadership is a key to transformational change in Public Services. We aim to build our leadership capacity further by developing a Collaborative Leadership Framework which will equip our leaders with the right leadership skills to deliver future public services.

Digital Public Services

The effectiveness of public services increasingly depends on ICT and digital infrastructure, and access and skills of communities and business are crucial to economic growth in the sub-region. Our Strategy will be to develop common principles, share knowledge and expertise between partners and promote the economic benefits of a digitally skilled workforce and population

One Public Estate

We estimate that public sector partners in Cheshire and Warrington own more than 4,000 assets worth more than £2b and costing £100m to run. We aim to have a more collective strategic approach that will act as a catalyst for mayor service transformation and unlocking land for new homes and economic growth.

Other Sections

Emergency Services Collaboration

Our Police and Fire and Rescue Services are undertaking a ground breaking local collaboration programme to protect front line emergency services in Cheshire, the scope and ambition of which can be replicated elsewhere to unlock opportunities for other Police Forces and Fire Services in the UK

Investing in Public Service Reform

Cheshire and Warrington has a track record in attracting funding into the sub-region to transform our public services and we will continue to explore new funding streams and ways of using existing resources to support transformation.

Outcomes

The broad scope of the Strategy means that there are a number of aspirational outcomes for a range of people with varying levels of need across Cheshire and Warrington. The aim of the Strategy is to improve the outcomes, directly or indirectly, for people in Cheshire and Warrington

Benefit Realisation

We will develop a Benefit Realisation Framework which will help to measure the impact of the Strategy and our new models and ways of working.

INTRODUCTION

We want to reform public services in Cheshire and Warrington so that we are better able to support those people in greatest need to become less reliant on public services and to help them improve their own outcomes and to have a greater share in the growth and prosperity of the sub-region.

Our focus will be on those people with the most complex needs, in particular, people who are furthest away from the job market and in low-income employment, people who are affected by domestic abuse and those who may be at risk of re-entering the Criminal Justice system.

Public Service Reform is one of the twin overarching strategic priorities of the high-level Sub-regional Strategy, the other is economic growth.

The Cheshire and Warrington Local Enterprise Partnership is currently reviewing their Strategic Economic Plan for the sub-region and there are a number of cross cutting links with the PSR Strategy particularly around employment, digital skills and public assets which will be joined up as the Strategies evolve. These areas also feature prominently in our on-going discussions with Government on our growth deal which will also develop over time. Also, there is an expectation by our Public Service Leaders that regardless of a deal, we would wish to proceed with our Public Service Reforms.

VISION

The overarching vision of the Cheshire and Warrington Sub-regional Strategy is;

A Strategy for Building on success – Cheshire and Warrington the most diverse, forward looking, high performing economy in the UK, where the modern and the traditional come together to create the best place to live, invest, work and visit.

Within the context of the Sub-regional Strategy, the vision of the Public Service Reform Strategy is;

To help people to be less reliant on public services and help them improve their outcomes by transforming the way services are provided for them.

AIMS

The Public Service Reform Strategy aims to;

- Capture the existing on-going work in the sub-region relating to the health and wellbeing of some of our most vulnerable people, particularly those with mental health and learning disability needs, and also the systems leadership and engagement needed to transform and sustain health and social care services going forward.
- Describe the transformation of key priority services for people with complex needs relating to health and employment, domestic abuse and re-offending.
- Outline the key enablers which will help to create the right conditions to reform public services across the sub-region.

OBJECTIVES

The objectives of the Strategy are to;

- To link key areas of on-going work on mental health, learning disabilities and health and social care across Cheshire and Warrington
- To improve the employment prospects of people with long-term health and other needs by supporting them towards gaining employment and to have more people in low-income employment to progress toward higher incomes..
- To have fewer people who are affected by domestic abuse in Cheshire and Warrington.
- To have fewer people re-offending and re-entering the Criminal Justice system
- To make better use of public assets in Cheshire and Warrington to improve services and reduce the cost of maintaining assets, and re-investment of capital receipts in the Sub-region.
- To improve services through better digital design and access by sharing best practice, knowledge and experience, and adoption common standards across public services.
- To have strong collaborative leadership in public services in Cheshire and Warrington.

OVERARCHING THEME – HEALTH AND WELLBEING.

MENTAL HEALTH IN CHESHIRE AND WARRINGTON.

There has been an increasing focus on and commitment towards tackling mental health in recent years with, in particular, the NHS Five Year Forward View seeing mental health on a par with physical health and initiatives like the crisis care Concordat

Mental health problems represent the largest single cost of disability in the UK. The cost to the economy is estimated at £105 billion a year – roughly the cost of the entire NHS and it is clear that the costs to the Cheshire and Warrington economy are considerable. The facts support the need for greater focus on mental health in the sub-region:

- Half of all mental health problems have been established by the age of 14, rising to 75% by age 24.
- One in ten children aged between 5 and 16 has a diagnosable problem, such as conduct disorder (6%), anxiety disorder (3%) and depression (2%). Children from low income families have the highest risk.
- One in five mothers suffers from depression, anxiety or psychosis.
- Physical and mental health is closely linked. People with severe and prolonged mental illness are at risk of dying 15 to 20 years earlier than other people.
- People with long term physical illness suffer more complications if they also develop mental health problems, increasing cost by 45%.
- Stable employment and housing are both factors in contributing to someone being able to maintain good mental health.
- Half of veterans of the armed forces experience mental health problems.
- One in five older people have mental health issues and 40% of older people living in care homes are affected by depression.
- People in marginalised groups are at risk from poorer mental health.
- Nine out of ten people in prison have a mental health, drug or alcohol problem.
- Suicide is rising.

Our local response to addressing the challenges presented by increased prevalence in the need and demand for mental health services has been on a number of fronts. Our Pioneer mental health commissioning review Team has undertaken a joint strategic need assessment and comprehensive review of commissioning arrangements for mental health including dementia across Cheshire East and West. Warrington and Halton CCG areas also took contributed to a review of mental health services across the 5 Boroughs Partnership. The Cheshire and Merseyside Suicide Prevention Strategy will be key to addressing the rise in suicides in the sub-region.

A further example is our successful street triage initiative was developed to address a significant increase in mental health related incidents involving Cheshire Police between 2011 and 2014. The use of Section 136 of the Mental Health Act 2007 was increasingly being used by Police Officers to safeguard vulnerable individuals by taking them to a place of safety when individuals with a mental health illness are in a public place and are in need of care.

Street triage was established to reduce the use of Section 136 and to deliver a cultural change across organisations, providing a more appropriate response, which would produce improved outcomes for people. It is a joint project between Cheshire Constabulary, CWP (in Cheshire East and West) and 5 Boroughs Partnership (in Warrington and Halton). The model includes a dedicated patrol vehicle with a Police Officer and a Mental Health Nurse working together responding to incidents as they arise, providing a rapid response with access to both health and criminal justice records.

An evaluation of the Warrington and Halton model of street triage (Operation Emblem) in August 2015 showed a 42% reduction in the use of S136 since 2014, 100% reduction in the final six-months of the evaluation, and producing an estimated time saving of over 500 hours in Police time dealing with incidents.

To consolidate and strengthen our approach to mental health we will review of the terms of reference and role of the Sub Regional mental health groups is necessary, for example, reviewing the remit of the Pan Cheshire Crisis Care Concordat Board (which was previously the Pan Cheshire Mental Health Strategic Group and had a broader remit around the entirety of mental health provision). There may be scope for the Crisis Care Board to revert to its broader role, now that Crisis Care is embedded, and have as its primary aim the facilitation and support of transformation, collaboration and joint working approaches.

A new Sub Regional mental health strategic group will develop a series of ongoing or task and finish work streams which could include, for example:

- Crisis care (delivering the Crisis Care Concordat Action Plan)
- Physical and mental health integration
- Contracting/ incentives/efficiencies
- Mental health's role in STPs and new care models

LEARNING DISABILITIES

The Winterbourne View Review provided renewed focus on reforming services for people with Learning Disabilities. The focus was on improving the health and outcomes of people with learning disabilities and autism, and transforming services to improve the quality of care throughout peoples' lives.

Our local response to subsequent national policies and plans has been through the single Transforming Care Partnership for learning disabilities across Cheshire and Merseyside and its sub-regional delivery hubs for Cheshire and Wirral, and Mid-Mersey.

Our draft Cheshire and Merseyside Transforming Care Plans are being developed for our two delivery hubs covering our sub-region for the period of 2016 to 2019. The activity included in the Plans will cover;

- access to mainstream services
- positive Behavioural Support Framework
- review of Community Learning Disability Teams including intensive support, forensic and criminal justice services
- short breaks and respite
- inpatient/outreach and extra care facilities
- children and transition
- autism strategy
- personal budgets

The Plans will also complement and build upon existing collaboration around learning disabilities under the Pioneer Programme. The delivery principles which will underpin the plans will focus on building on and further developing the following areas.

- CCG/LA collaborative commissioning arrangements
- current clinical pathway service delivery
- joint purchasing arrangements between CCGs
- joint CCG/LA arrangements, including governance for joint decision-making
- excellent CCG/Provider working relationships
- provider financial viability and clinical sustainability

We will continue to contribute to the multi-agency response to support improving outcomes for people with Learning Disabilities.

HEALTH AND SOCIAL CARE IN CHESHIRE AND WARRINGTON.

The health and care system across Cheshire and Warrington faces increasing demands emerging from the increases in older, more frail and vulnerable people, health inequalities and disadvantage between many of our areas and a reducing resource base. We recognise that these pressures can no longer be tackled by short term or single issue fixes and instead require a fundamental change in the way we do things, moving from traditional dependency based models of health and care to ones where community and individual resilience are the platforms for self-managed and community based services.

A shared understanding of need and a strong partnership and collaborative platform makes the sub-region well placed to drive the reform agenda. This has been recognised through our successful selection in National programmes like the Integrated Health and Care Pioneer Programme for Cheshire and the Transformation Challenge Award funding for our Complex Dependency Programme.

This new approach enables transformation and sustainability - transforming the system to ensure that new models are sustainable whilst being capable of adapting to changing circumstances. The immediate challenge is to sustain the existing system whilst putting in place the structures to support transformation and usher in the new model service. Doing this on a wider footprint brings benefits in terms of effective use of resources, economies of scale and pooled thinking and good practice but also the challenges of securing consensus on priorities and maintaining a proper balance between generating change and managing services.

We are working across the sub-region on a variety of different programmes in collaboration with local and sub-regional partnerships. We have local partnership arrangements in place to deliver core programmes with commonly agreed priorities for improving outcomes, focussing, for example, on older people via the Better Care Fund, learning disabilities/autism through the Transforming Care Programme and complex needs via the sub-regional complex dependency programme.

We also work jointly in public health and especially tackling wider inequalities enables learning and joint strategies to both improve the underlying determinants of health and wellbeing and underpin more specific health and social care programmes.

We have significant work underway in the sub-region to progress transformation programmes in each Clinical Commissioning Group area with significant involvement of Adult Social Care and Public Health. Within Cheshire there are three transformation programmes, 'The West Cheshire Way' (West Cheshire CCG – also an NHS Vanguard), 'Connecting Care' (Vale Royal and South Cheshire CCGs) and 'Caring Together' (Eastern Cheshire CCG). In addition to these Programmes our partners in the Wirral have their 'Healthy Wirral' Programme which also has Vanguard status. There is also a transformation programme within Warrington.

Our Partners are reviewing the existing transformation programmes in relation to the outcomes and requirements of the NHS England's Sustainability and Transformation Plan will be an important and there will be opportunities to increase the scale and pace of change by working across the new Local Delivery System geographies under the wider footprint of Cheshire and Merseyside. We feel that the effective engagement of local authority partners and the public, with this NHS led transformation agenda will be important going forward..

There is no doubting the scale of the challenge facing health and care across the Cheshire and Merseyside STP footprint with a projected system deficit of at least £1billion if nothing changes by 2020 – 2021.

We recognise that strong systems leadership will be essential to deliver the necessary change to achieve a sustainable and transformed health and care system. We feel that our Local Authority partners, in particular, are well placed to help deliver this with NHS partners. Our proposals to join up systems leaders across the sub-region is a starting point to begin the necessary conversations that will help to strengthen systems leadership in health and social care across the Sub-region.

OVERARCHING THEME 2 – COMPLEX DEPENDENCY

COMPLEX WORKLESSNESS AND IN-WORK PROGRESSION

Cheshire and Warrington have seen significant reductions in unemployment and performs particularly well compared to other areas across the North West. For example, the numbers of those claiming Job Seeker Allowance/Universal Credit in the LEP area from has fallen significantly in the last three-years.

This positive employment picture has been supported by a relatively strong economy and a good mainstream offer from Job Centre Plus, skills providers and employability services. There is also unprecedented national welfare reform, not least the introduction of universal credit, which will transform the landscape. There are, however, significant numbers of working age people in the sub-region who claim a range of out-of-work benefits, details of which are below.

Working-age client group - main benefit claimants (February 2016)				
	Cheshire and Warrington (numbers)	Cheshire and Warrington (%)	North West (%)	Great Britain (%)
Total claimants	53,910	9.5	14.0	11.8
By statistical group				
Job seekers	4,210	0.7	1.3	1.5
ESA and incapacity benefits	29,560	5.2	7.9	6.2
Lone parents	4,080	0.7	1.1	1.1
Carers	8,600	1.5	2.0	1.6
thers on income related benefits	970	0.2	0.3	0.2
Disabled	5,390	1.0	1.1	1.0
Bereaved	1,100	0.2	0.2	0.2
Main out-of-work benefits†	38,820	6.9	10.6	9.0
Source: DWP benefit claimants - working age client group				
† Main out-of-work benefits includes the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits. See the Definitions and Explanations below for details				
Notes: % is a proportion of resident population of area aged 16-64				
Figures in this table do not yet include claimants of Universal Credit				

With this in mind, our focus on further reform relating to worklessness and in-work progression will be in two areas;

Complex Worklessness:

There are a number of reasons why people are considered to be 'economically inactive' and could be due to ill-health or through choice or other complex reason; this is best illustrated in the table below.

Economic inactivity (Jul 2015-Jun 2016)				
	Cheshire and Warrington (level)	Cheshire and Warrington (%)	North West (%)	Great Britain (%)
All people				
Total	122,400	21.7	24.2	22.1
Student	25,600	20.9	24.0	26.1
looking after family/home	31,700	25.9	22.9	24.7
temporary sick	#	#	2.9	2.3
long-term sick	25,800	21.0	26.8	22.5
discouraged	!	!	0.3	0.4
retired	23,000	18.8	13.6	13.6
other	13,800	11.3	9.6	10.5
wants a job	22,600	18.5	24.2	24.5
does not want a job	99,800	81.5	75.8	75.5
Source: ONS annual population survey				
# Sample size too small for reliable estimate (see definitions)				
! Estimate is not available since sample size is disclosive (see definitions)				
Notes: numbers are for those aged 16-64.				
% is a proportion of those economically inactive, except total, which is a proportion of those aged 16-64				

Those people furthest away from the labour market often require an integrated and intensive package of support to move towards sustainable employment, and have additional challenges around mental health, physical health, housing, debt, addiction, basic skills, and complex family circumstances. Even in time of relative prosperity these people will not move into employments.

Overall it is estimated that around 5000 working-age individuals with these characteristics live in Cheshire and Warrington. Addressing this challenge is essential to improving the quality of life for residents but also is part of a wider strategy to reduce demand on public services and to increase productivity.

We believe that the solution to help people into work is not a National one but one which is designed locally and is flexible and best able to meet local circumstances. This is borne out in experience from local pilots and elsewhere which confirms that a narrow focus on work and skills is insufficient and that an integrated approach which incorporates key services such as health, housing, debt advice, and wider people services is essential for the most complex cohorts.

There is also a high level of crossover with the complex dependency cohort and the service infrastructure created by that programme will dovetail into any sub regional approach.

To help people into employment we will develop an integrated model for complex worklessness which fully links into the complex dependency model. This will involve:

- Deploying a single diagnostic and assessment tool used across all agencies to identify and support individuals and families with complex needs;
- A single front door to ensure agencies carry out common assessment of complex individuals and families;
- Co-location of key agencies to ensure support is citizen focused rather than organisation focused;
- Key workers that provide persistent and intensive support and provide advocacy for the service user;

- Access to specialist interventions to tackle issues such as mental health / IAPT, housing etc beyond a narrow worklessness offer;
- Common pathways agreed across key agencies to ensure joint working;
- Integrated insight to inform future interventions and policies;
- In work support for the most complex;
- Strong links to employers and skills offer
- Clear information sharing protocols to support joint working

From April 2016, the Department of Work and Pensions have been working on a Cheshire and Warrington footprint and we will be working closely with them in developing our new approaches and on the Government's new Work and Health Programme.

People In-work with low incomes

As more people are supported back into work, a remaining issue is how to support the progression of working people into higher income roles. While resident earnings are above the national average, workplace earnings for Cheshire and Warrington are below the national average. In terms of trends, workplace earnings increased by around 10% over the last five years in Warrington but this was only around 3% across Cheshire East and Cheshire West against a national average of 6%.

Clearly, lower paid employment is even more intense in deprived areas across the sub-region.

This situation continues to put pressure on in-work benefits and acts as a break on overall economic performance. Unless individuals move into higher paid roles, it also limits the number of entry level jobs for unemployed residents.

The recently announced national living wage will have an impact on income but a long term solution to this situation requires dedicated support and advice to progress in the workplace. This may involve careers advice, increasing skills, tackling barriers around confidence or childcare. It also requires strong employer engagement.

This issue will become increasingly important as universal credit merges the support offer between in work benefits and out of work benefits. Experience from elsewhere has shown that an integrated support offer does have an impact in supporting individuals into taking on more hours or being promoted in higher skilled and better paid roles.

We will help people in low income employment to progress with an integrated package of support which will include;

- A digital offer for the majority of residents with support and advice pulled together in one place.
- A key worker for groups with more complex needs who is responsible for pulling together a package of support for the individuals and the employer to advance in work progression
- A shared claimant commitment which pulls together in work commitments for universal credit, council tax reduction scheme and other in-work benefits
- A strategic approach to employer engagement which makes the case for investing in skills and supporting in-work progression
- A mentoring programme to encourage local residents to build their skills and capabilities
- A joined-up approach to co-location of JCP and local services across the sub region linking closely to the one public estate programme

Work and Health

Work is a key determinant of health. Employment helps to connect people to society but poor health, chronic diseases and lifestyle factors reduce the chances of gaining or maintaining a job and are associated with being out of work. There are many connections between work and health - work can promote good physical and mental health, work can have adverse effects on health, poor health can reduce the chances of gaining or maintaining a job, and being out of work can damage health . Being out of work is associated with an increased risk of poor health across all socio-economic groups. According to evidence collated by Public Health England this includes higher risks of limiting illness, cardiovascular disease, poor mental health, suicide and health damaging behaviours such as smoking

Our integrated approaches to support people into employment and our support for people in low-income work will, therefore, also help to improve the health outcomes of people. Our work with the Department of Work and Pensions on the new Work and Health Programme will also have a positive impact on the long term health and wellbeing of people.

RE-OFFENDING IN CHESHIRE AND WARRINGTON

Community Safety Partnerships, the Police and Probation Services are all key stakeholders in reducing re-offending in Cheshire and Warrington. A key element of the approach to reducing re-offending is through 'Navigate' a pan-Cheshire project which is an Integrated Offender Management scheme to tackle the most prolific and priority offenders within our communities.

A review of the Navigate is currently underway to ensure that comparisons can be made between the four Council areas and that staff within the various teams have the skills, knowledge and the motivation to empower our service users, enable them to take ownership for their behaviour and to access relevant support so that they can develop the skills they need to make significant changes to their lifestyle.

Beyond Navigate, it is acknowledged that the understanding of all other integrated offender management approaches across Cheshire and Warrington is limited among stakeholders. Therefore, work will be undertaken to identify what approaches are being taken in relation to the management of the various offence types:

- Sexual offending
- Acquisitive crime
- Domestic abuse
- Other violent offending

The mapping of need and the subsequent levels of service delivery will reveal the extent of our partners combined involvement, the cost attached and the opportunities to avoid duplication; thereby reducing cost, pooling resources and targeting specific early interventions and crisis care when and where it matters most. This will enable a truly holistic approach to reducing re-offending and in doing so tackle other priority work at the same time; prevention playing a key part to reduce re-offending long term both with those currently in the Criminal Justice System and those on the cusp.

We also acknowledge that at present there is a lot of duplication by various services to reduce re-offending either through direct action and targeting, or through the delivery of interventions by other services to address the needs of those individuals in our community who contribute to our re-offending rates.

There is also duplication in terms of the re-offending cohort insofar it is often the same people accessing the same or similar services provided through other programmes or initiatives like our complex dependency programme so we will make arrangements to join up such initiatives to ensure they complement each other and to avoid duplication.

There is an appetite among stakeholders to move toward a multi-agency, pan-Cheshire approach to reducing re-offending that is underpinned by shared principles including one of local determination; a model along the lines of our successful approach to complex dependency.

To do this we will;

- Move toward a pan-Cheshire model to reduce re-offending and develop shared principles including local determination;
- Commission work to understand (map) other existing IOM arrangements in other category types in Cheshire and feasibility of a pan-Cheshire Model

- Pilot or phased approach to applying complex dependency triage and 360 assessment for violent offenders and a cohort within Navigate
- Complete the Navigate review an outcome of which is to provide enhanced and meaningful performance data that demonstrates effectiveness and that drives future commissioning

DOMESTIC ABUSE IN CHESHIRE AND WARRINGTON.

In Cheshire there are around 50,000 victims of reported crime per year. In 2015/16 a total of 6,390 domestic abuse incidents were reported, which was a 37% increase on 2014/15. A breakdown of the figures is below. .

Number of Domestic Abuse Incidents

2015-16	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTAL
Quarter 1 2015-16	307	367	243	362	1279
Quarter 2 2015-16	504	393	285	367	1549
Quarter 3 2015-16	529	525	288	448	1790
Quarter 4 2015-16	507	493	262	510	1772
TOTAL	184	1778	1078	1687	6390

Of these 20% were repeat offenders, details of which are below;

Repeat Incidents of Domestic Abuse

2015-16	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTAL
Quarter 1 2015-16	43	82	50	73	248
Quarter 2 2015-16	84	70	67	69	290
Quarter 3 2015-16	115	95	71	92	373
Quarter 4 2015-16	104	89	59	85	337
TOTAL	346	336	247	319	1248

Our vision is for Cheshire, Warrington and Halton to be the safest communities where we prevent, protect and tackle Domestic Abuse as it affects victims, children and families. To help to do this we will proactively target offenders and deliver integrated partnership support to manage whole family issues to ensure that violence and abuse ends.

We will co-ordinate campaigns and public messages which challenge the acceptance of Domestic Abuse in our communities, will promote friends and family reporting routes and will designing community based interventions that work and can be sustained.

Cheshire and Warrington is a strong sub region with an ambitious vision to deliver transformed public services that better meet the needs of local communities. Our Chief Constable is committed to leading our new Domestic Abuse Strategy Board to drive forward key work streams in line with our approach to Complex Dependency so we can tackle the underlying causes of abuse and violence within our local communities.

The initial implementation of our Complex Dependency model across the Cheshire Police footprint has highlighted that over 40% of complex cases managed by agencies referring in to the system have Domestic Abuse as a significant factor be this for children who need help, adult victims or perpetrators. This follows a similar pattern in terms of Child Protection plans across the sub-region where domestic abuse is a dominant feature resulting in children entering the care system or requiring statutory assessment

To prevent, protect and tackle domestic abuse we will;

- To ensure that victims, children and families receive consistent, quality services regardless of their geographic position in the sub-region and to receive feedback from residents.
- To establish efficient commissioning and co-ordination of functions maximising resources across partner organisations.
- To scrutinise and challenge performance across agencies working to a standard performance framework and reviewing the benefits of managing Domestic Abuse in the context of the Complex Dependency model.
- To review and learn from local, national and international best practice to build the safest and most effective response to Domestic Abuse.
- To evidence that we have delivered sustainable change through effective shared services or joint commissioning where appropriate to maintain a focus on prevention.
- To steer community based campaigns to support self, friends and family reporting to bring Domestic Abuse out from being a hidden issue to being open to Public challenge.

OVERARCHING THEME - THE ENABLERS

There are a number of enablers which help to create the right conditions to reform public services and in Cheshire and Warrington we have identified three key enablers to focus upon to support transformation.

LEADERSHIP IN PUBLIC SERVICES

Collaborative Leadership has for some time been seen as key to delivering transformational change in public services. Cheshire and Warrington sub-region has a track record in investing in collaborative leadership, and the Leaders and Management Boards remain committed to developing collaborative leadership capacity in public services across the sub-region.

Our original Cheshire and Warrington Collaborative Leadership Programme (CLP) which started in 2011 was a robust and unique multi-agency, collaborative approach to leadership development within Cheshire and Warrington. More than a 150 senior managers across public service partners in the sub-region took part in the 3-year Programme.

To develop our leadership capacity further we will develop a Collaborative Leadership Framework for Cheshire and Warrington, which will build on current provision, the aim of which will be to build and sustain collaborative leadership capacity across the sub-region.

- Strong and effective Collaborative Leadership essential enabler for delivering Public Service Reform in Cheshire and Warrington
- Placed based Collaborative Leadership across Partners and disciplines
- Common narrative around Leadership
- Focus on shared values and behaviours
- Build on existing Programmes for a Cheshire and Warrington Collaborative Leadership Framework.
- Adds value to existing professional and organisational Frameworks
- Focus on future Leaders

DIGITAL PUBLIC SERVICES

The infrastructure of all Public Service partners in Cheshire and Warrington is underpinned by ICT capabilities be that public facing websites that allow people to access information about the organisation and its service, to use and book services on-line through to helping the organisation to function via numerous digital information systems and as a means to communicate with customers and citizens. The potential to use technology to increase efficiency, reduce costs and enable transformation is widely accepted, the challenge is in understanding and identifying opportunities, for individual Partners or public services collectively, to make the best use of ICT to improve the experience of customers using services.

There is no single ICT or Digital Strategy which fits all Partners and in many instances organisational needs will be the overriding determinate on variations between different bodies. However, there are features and strategic objectives common to the digital public services which cut across all public services. Therefore, the aims of a sub-regional approach to improving ICT and digital capabilities in the sub-regional is more about quality standards to improve the customer experience and their journey which can be applied across all public services in Cheshire and Warrington.

We recognise that Public Service partners across Cheshire and Warrington, rightly, have their own approaches to the way in which they make the best use of ICT, and therefore the main thrust of the ICT work stream is focussed on developing common principles which underpin digital public services, sharing knowledge and expertise between partners, and promoting the economic benefits of a digitally skilled workforce and population in the sub-region.

With this in mind we will;

- Develop a set of principles to underpin digital public services and transformation for partners in the sub-region
- Ensure that the review of the Strategic Economic Plan fully reflects the economic benefits of the digital access and a digitally skilled workforce
- Look to share digital skills, knowledge and experience between partners in the sub-region
- Explore greater digital connectivity between partners in the sub-region
- Secure an executive digital lead from the Management Board to drive the digital agenda in Cheshire and Warrington.

ONE PUBLIC ESTATE

The One Public Estate programme is about getting more from the collective public assets by acting as a catalyst for major service transformation; unlocking land for new homes and economic growth and creating opportunities to reduce running costs and generate income or capital receipts.

It is estimated that Public Sector Partners across Cheshire and Warrington own more than 4,000 assets with an estimated value in excess of £2bn. The annual running and maintenance costs of these assets are estimated as being in excess of £100 million per year. Partners currently manage and plan their portfolios with little consultation or collaboration with other public services.

We think that these costs can be reduced by managing the public estate collectively across the Local Enterprise Partnership footprint to drive economic growth, support the delivery of housing and jobs and reduce costs.

Our Cheshire West and Chester Council and Warrington Council partners have participated in the One Public Estate Programme since its inception in 2013 and have focussed on Ellesmere Port and Warrington Town Centre to develop specific schemes. This work has resulted in valuable learning on how agencies can collaborate and an outline business case for the proposed Ellesmere Port hub has been approved to establish a £20m joint-use facility to allow public services to be better integrated around the needs of customers. This has been supported by an allocation of £8m from the Local Growth Fund.

Our Partnership working has shown the value of working together across the public estate and taking a strategic approach to asset management and development. We will use our experience to build on the lessons learnt from working together in Ellesmere Port and Warrington and apply that learning to a wider partnership covering the sub region.

Our new Public Sector Assets Board will identify schemes with both a strategic impact and those which will have a major impact on a locality and will use those opportunities to drive cultural change and service transformation.

Our plans for a Land Commission will have a wider role and potentially tasked with producing a schedule of strategic sites for development, identifying barriers to development and where possible taking action to remove or reduce those barriers by working with both public and private sector land owners. We are proposing that the Public Sector Assets Board will produce a combined strategic asset management plan for all public sector assets across the LEP area which will guide the development of organisations own property strategies and make it possible to identify joint development opportunities in a systematic way rather than the current ad hoc arrangements. It will also enable enhanced collaboration between organisations where one may have a need for property in a location where another has a surplus.

The second element of our plan is the development of public service hubs with partners co-located to better work together to deliver more targeted, integrated and preventative services. This will deliver a better customer experience; remove duplication; improve outcomes for local people; rationalise the local public sector asset portfolio to deliver better value for money and contribute to the on-going physical regeneration of localities with the potential to create new homes and jobs.

We will produce a master plan for the regeneration of sites which become surplus as a result of the hub. This will ensure that future development reflects local aspirations, supports partners' corporate objectives and maximises the value obtained from the site by enabling a co-ordinated sales programme.

In rolling this approach out across the sub-region we will learn from the experience of our partner Cheshire west and Chester Council who are developing a public service hubs in Ellesmere Port, and who are developing a second hub, based around health and social care integration, in Northwich.

EMERGENCY SERVICES COLLABORATION – WORKING TOGETHER FOR PUBLIC SAFETY

Our Police and Fire and Rescue Services are undertaking a ground breaking local collaboration programme to protect front line emergency services in Cheshire, the scope and ambition of which can be replicated elsewhere to unlock opportunities for other Police Forces and Fire Services in the UK.

Our ambitious programme will establish a single, shared headquarters by 2018 and create a single employer for integrated transactional and professional support functions to both services which is estimated to produce combined annual savings of over £1.5 million and help to minimise the impacts of the current financial challenges facing frontline services.

This will provide opportunities for greater harmonisation once the initial phase is completed with scope for other police forces and fire and rescue services to join the Multi Force Shared Service to benefit from efficiencies and cost savings.

Transactional Human Resources and Finance services for both the fire and rescue service and the constabulary will be provided from April 2017 through the constabulary's existing Multi Force Shared Service model which already supports a number of police forces.

Other joint professional teams for services including ICT, Finance, HR, facilities, corporate communications, legal, performance and planning are due to be operating from the joint site by December 2017. Options are also being developed for a joint training facility for Police and Fire Services.

In parallel with the police and fire collaboration, a strategic review of premises owned and operated across Cheshire by all three emergency services is already underway to identify further opportunities to improve the efficiency and delivery of services to local communities.

INVESTING IN PUBLIC SERVICE REFORM.

Cheshire and Warrington has a track record in attracting funding into the sub-region to transform our public services. In the recent past we have secured Transformation Challenge Award funding to transform community safety in Cheshire and Warrington, and more recently we have been awarded £5m to help to tackle complex dependency in the Sub-region. Some of our individual partners have also been successful in attracting funding for integrated care through the Pioneer Programme and through piloting whole-place community budgets.

Further successful public service reform across Cheshire and Warrington will require adequate resources to be identified and allocated to support the delivery of transformation project and initiatives. A proposal linked to the Cheshire and Warrington Growth Deal submission is to create an Investment Fund which, in part, it is suggested could be used to support public service reform going forward. Putting aside the outcome of the on-going devolution discussions, there are a number of funding options which could be explored further as part of the development of reform proposals. These include;

- Joint bids for funding from Government Departments and other sources
- Pooled operational, revenue and capital budgets.
- Shared expertise and capacity between Partners
- Re-investing the proceeds from asset sales
- Recycling benefit realisation and invest to save.
- Innovative payment-by-result mechanisms.
- Create a reform specific Life Chances Fund made up of a combination of the above.

The way in which future funding options could work and are allocated will be subject to further discussion. It is likely though that any future reform initiatives will need to be able to demonstrate it complies with one or more of the following criteria;

- Reduces demand on public services
- Realise public service efficiencies and transformation
- Improves outcomes for people in Cheshire and Warrington
- Adds value to what is already being done by Partners
- Integrates public services in Cheshire and Warrington
- Involves Multi-agency approaches to delivering service to the public.
- Linked to the economic growth agenda

All themes in the Strategy have been able to show how they will meet the transformation criteria and as the propositions and proposals develop further, the question of resourcing will be addressed.

PUBLIC SERVICE REFORM - STRATEGIC OUTCOMES

The broad scope of the Strategy means that there are a number of aspirational outcomes for a range of people with varying levels of need across Cheshire and Warrington. The aim of the Strategy is to improve the outcomes, directly or indirectly, for people in Cheshire and Warrington.

- Improving the mental health of the people of Cheshire and Warrington will not only significantly improve people's lives, it will also have a positive benefit of reducing the cost of health and public services and also have a positive benefit to the economy of the Sub Region.
- There will be cost efficiencies as new models of care and support become embedded, reduce duplication and lessen demand on inpatient and long term care services.
- A more responsive health and social care provider market which understands the priorities and the opportunities that working with the public sector offers
- Better informed and confident service users empowered to design and increasingly self-manage their care
- Reduced demand on expensive and complex services, including out of area, as investment in community and preventative services increases
- Narrowing gap in health inequalities between the more affluent and disadvantaged
- Greater joint understanding of the needs of the area, agreement of core priorities and opportunities to make real, sustainable and cost effective changes.
- Increase in sustainable employment for people with the most complex needs and reducing demand on other public services like mental health, housing and drug and alcohol services
- Increased income levels for people will have positive impact on health and wellbeing and the local economy
- Long term and sustained change for individuals and communities with regard to reducing re-offending
- A significant reduction in re-offending rates in Cheshire and Warrington.
- A culture change from one of entitlement to one of responsibility, ownership and empowerment that will allow individuals to be able to achieve appropriate goals themselves and contribute positively to society
- Enabling communities to contribute to the growth agenda
- A significant reduction in duplication between agencies and reducing public spending
- More victims who are helped to long term independence and freedom from violence and abuse will help to break the generational cycle, strengthen the focus on prevention and early intervention, and will address underlying issues driving perpetrators.
- More victims and offenders who are identified earlier, with effective interventions in place to prevent violence and abuse from escalating to a crisis point, will help to reduce in high-rates of re-victimisation.
- Increased awareness across all sections of society that Domestic abuse is unacceptable in all circumstances with individuals, communities and frontline agencies empowered to challenge negative attitudes
- Increased awareness in children and young people of the importance of respect and consent in relationships and that abusive behaviour is always wrong - including abuse taking place online.
- More effective collaborative leadership will help to support the delivering of improved public services across Cheshire and Warrington
- Better use of technology and transition toward Digital Public Services will mean more effective and efficient public services in Cheshire and Warrington which will in turn contribute to improved outcomes for people.

- A more effective and innovative approach to the way in which we use and management the Public Estate will deliver efficiencies and, through greater integration, improve the effectiveness of public services in Cheshire and Warrington.

BENEFIT REALISATION

A key principle which will underpin Public Service Reform is that our reforms and the our new ways of providing services to people and greater efficiency will help to reduce public spending in the sub-region. This, together with the tax reviews generated through increased employment and growth, will raise our net contribution to the Treasury. Cheshire and Warrington already make a positive net contribution compared to other areas in the North West which is illustrated below;

Area	Expenditure	Tax	Net contribution to HM Treasury
North West	£51,540,205,136.78	£51,701,397,627	£161,192,490.22
Cheshire and Warrington LEP	£5,680,889,407.47	£8,587,519,079	£2,906,629,671.53
Cumbria LEP	£3,422,778,584.00	£3,579,817,313	£157,038,729.00
Greater Manchester LEP	£19,736,213,471.47	£18,702,291,591	-£1,033,921,880.47
Lancashire LEP	£10,499,752,173.37	£9,478,288,136	-£1,021,464,037.37
Liverpool City Region LEP	£12,200,571,500.47	£11,353,481,508	-£847,089,992.47

Our reform proposals relating to worklessness, domestic abuse and re-offending contained in this Strategy will develop over time and the fiscal, social and economic benefits will become clearer as new, more efficient and effective models and ways of working emerge. A work stream will be around realising the benefits of our reforms and how we measure our success. Until the proposals take shape, an initial list of existing indicators and measures has been put together to illustrate the types of indicators, detailed in Appendix 2, which will help to measure the effectiveness of our interventions in future.

An Action Plan to progress the proposals is attached as Appendix 1.

Acknowledgement

The thanks of the sub-region go to CHAMPS and other public service colleagues from around Cheshire and Warrington who contributed to the drafting and for providing information for the Strategic.

Cheshire and Warrington Sub-regional Public Service Reform Strategy – Action Plan.

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Mental Health	<p>Expand the role and remit of the Pan Cheshire Mental Health Strategy Group.</p> <p>New Sub Regional mental health strategic group to develop;</p> <ul style="list-style-type: none"> • Crisis care (delivering the Crisis Care Concordat Action Plan) • Physical and mental health service integration • Contracting/ incentives/efficiencies • Mental health's role in STPs and new care models 	<p>Improve the mental health of the people of Cheshire and Warrington will significantly improve people's lives</p> <p>Positive benefit of reducing the cost of health and public services</p> <p>Positive benefit of effective mental health provision to the economy of the Sub Region through links to worklessness and other dependencies.</p>	Steve Peddie (Warrington)	On-going
Health and Social Care	<p>Develop systems leadership for health and social care across Cheshire and Warrington.</p> <p>Integration of health and social care/BCF</p>	<p>Greater joint understanding of the needs of the area, agreement of core priorities and opportunities to make real, sustainable and cost effective changes</p>	<p>Mike Suarez (Cheshire East)</p> <p>Mark Palethorpe (Cheshire West & Chester)</p>	On-going
Worklessness	<p>Develop an integrated model for complex worklessness across the sub-region which linked into the complex dependency model</p> <p>Develop an integrated approach to support low income groups</p> <p>Develop a funding and business case for the model by September 2016</p>	<p>Increase in sustainable employment for most complex individuals</p> <p>Reduced demand on mental health services relating to the cohort;</p> <p>Reduced demand on housing services relating to the cohort;</p> <p>Reduced demand on substance misuse relating to the cohort; Increased income level for the cohort</p>	Laurence Ainsworth (Cheshire West & Chester)	April 2017

Cheshire and Warrington
Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Domestic Abuse	Develop a Domestic Abuse Strategy for Cheshire and Warrington	<p>Continued decreases in the overall prevalence of domestic and sexual violence and reductions in the prevalence of FGM.</p> <p>More victims are helped to long term independence and freedom from violence and abuse</p> <p>More victims and offenders are identified at the earliest possible opportunity</p> <p>Increased awareness across all sections of society including children and young people that VAWG is socially unacceptable.</p>	Simon Byrne (Cheshire Police)	On-going
Re-offending	<p>Map existing IOM provision and gap analysis across Cheshire and Warrington</p> <p>Stakeholder workshop to shape future approach and provision to IOM in September 2016.</p> <p>Establish a refreshed approach by March 2017.</p>	<p>Long term and sustained change for individuals and communities</p> <p>A significant reduction in re-offending rates and duplication</p> <p>Reduced demand on public services</p> <p>A culture change from one of entitlement to one of responsibility, ownership and empowerment that will allow individuals to be able to achieve appropriate goals themselves and contribute positively to society</p> <p>Enabling communities to contribute to the growth agenda</p>	Donna Yates (GM&C CRC)	On-going

Cheshire and Warrington
Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Service Reform	Delivery of the integration model to tackle complex dependency in Cheshire and Warrington.	Reduce dependency on public services More effective and efficient delivery model More people entering sustainable employment	Katherine Fairclough (Warrington)	On-going
Children and Young People	Submission of a bid to the DFE Children's Social Care Innovation Programme to transform services across Cheshire and Warrington.	Deliver innovative, redesigned services to achieve high quality services, improved outcomes for children better value for money.	Cheshire West & Chester.	On-going
Enablers				
Leadership	Develop a Collaborative Leadership Framework for Cheshire and Warrington.	A successful Collaborative Leadership Framework, and by implication more effective leadership will help to support the delivering of improved public services across Cheshire and Warrington	Katherine Fairclough (Warrington)	April 2017.
ICT and Digital	Develop a Digital Strategy for Cheshire and Warrington Develop a common Customer Service Standards Framework for Cheshire and Warrington and Assessment Framework Establish Officer Group to develop the Strategy Stakeholder event to develop a Digital Strategy	Reduce costs, increase efficiency and deliver better outcomes Stimulate and enable innovation and new ways of working Reshape the relationship between the citizen, communities and government Improve communications and partnership working across public service Access and exploit a wealth of available data more easily accessible.	Kathryn Griffiths (Warrington)	On-going September 2016

Cheshire and Warrington
Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
One Public Estate	<p>Establish the Public Sector Assets Board.</p> <p>Partner approvals to the full business case for the Ellesmere Port hub</p> <p>Detailed designs of Ellesmere Port hub and subsequent procurement of the building.</p> <p>Investigate Weaver Sq hub proposals</p> <p>Warrington Waterfront</p>	<p>Delivery of key growth project across the sub-region.</p> <p>Co-location of public services leading to enhanced delivery for customers</p> <p>Great efficiency and reduced costs.</p>	Alison Knight (Cheshire West & Chester)	On-going

Public Service Reform Strategy - Benefit Realisation Framework

Indicative indicators to help to measure the impact of the Strategy are detailed below. The Framework will evolve as new models and ways of working emerge over time, and will include a mix of qualitative and quantitative measures. The best use will be made of existing Frameworks where possible..

Overarching Theme – Health and Wellbeing		
Mental health Child Admissions for Mental health (Rate per 100,000 aged 0-17) % gap between employment rate of those with mental health disorders and the overall population Adults with Mental Health problems supported throughout the year - per 1000,000 population	Learning Disabilities SEND indicators	Health and Social Care (tbc – linked to existing ASCOF and NHSOF reporting and where appropriate STPs metrics)
Overarching Theme – Complex Dependency		
Complex Worklessness/in-work Benefits % working age people economically active % working age people claiming out of work benefits No. JSA/Universal Credit Claimants No. In-work Tax Credits	Domestic Abuse Total number of Domestic Abuse Incidents Total number of referrals to MARAC Number of repeat referrals to MARAC Number of briefings by IDVA to Acute Trust Number of hospital referrals to Domestic Abuse community services	Re-offending Navigate Indicators
Overarching Theme – The Enablers		
Leadership in Public Services No. Commissioning Academy No. attending Masterclasses	Digital Public Services Adoption of SR Standards SOCITM Rating Customer Feedback	One Public Estate (tbc)

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CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 26TH APRIL 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: THE LIVING WAGE

Purpose of Report

1. To allow Members to determine the Authority's policy in relation to the Living Wage.

Recommended that Members:

- [1] Determine whether they wish to commit to pay staff no less than the Living Wage (and whether this commitment includes apprentices).
- [2] Indicate whether they wish officers to further explore the potential for the Authority to encourage and/or require the payment of the Living Wage by contractors.

Background

2. The Chair asked officers to prepare a paper concerned with the Living Wage. In order to fully understand the Living Wage the following paragraphs define various key terms.

The National Minimum Wage

3. For those below 25 years of age the statutory National Minimum Wage (NMW) applies:
 - (i) 16-17 year olds: £4.05
 - (ii) 18-20 year olds: £5.60
 - (iii) 21-24 year olds: £7.05
 - (iv) Apprentices:
 - Under 19 or in first year of apprenticeship: £3.40
 - 19 or over or beyond first year of apprenticeship: NMW rates
4. The NMW is mandatory.

The National Living Wage

5. The National Living Wage (NLW) is updated by the Government every April and the current rate is £7.50 per hour. It is due to rise to £9.00 per hour in 2020. It is payable to those over the age of 25.
6. The NLW is mandatory.

The Living Wage

7. The Living Wage (LW) is an hourly rate of pay set independently and updated annually by the Living Wage Foundation. The Foundation says that the LW is calculated to reflect the basic cost of living and is based on the principle that work should pay enough to provide for the essentials of life. The Foundation also states that the LW is intended to recognise the dignity of work and the importance of individuals and families being able to earn a living and spend time together, bringing wider social benefits. Employers can apply to become accredited with the Foundation. The Foundation describes the LW as 'an independent movement of businesses, organisations and people who believe a fair day's work deserves a fair day's pay'. Information about the Foundation is attached to this report as Appendix 1.
8. The LW is adjusted every October and the current rate is £8.45 per hour. It is said to be payable to all those over 18.
9. The LW is voluntary.
10. Neither the National Living Wage or the Living Wage were meant to apply to apprentices in recognition of the fact that they are being paid to learn and organisations are investing in them to help gain qualifications whilst enhancing their skills and future employability. It is understood however, that some LW accredited employers have extended it to their apprentices.

The Living Wage and the Constituent Authorities

11. A summary of the decisions of the constituent authorities concerned with the LW is attached to this report as Appendix 2.

Information

The Living Wage and Staff Pay

12. Staff are paid in accordance with nationally agreed pay structures. The pay scales are attached to this report as Appendix 3.
13. The lowest hourly rate for operational (Grey Book) staff is the trainee firefighter rate of £10.15 per hour. The lowest hourly rate for non-operational (Green Book) posts is the bottom of Scale 2 (point 11), which

is currently £8.19 (slightly below the LW). No one is currently paid at that point.

14. The Authority also has apprentices. They are paid at a rate based on the NMW and their age, but in order to remain competitive, attract good candidates and promote retention, CFRS opted to pay 26% above the national minimum. The current rates of pay for the existing CFRS apprentices are outlined below:

Age	CFRS Apprentice Rate
Apprentice (under 19 or in first year of apprenticeship)	£4.41
18 to 20 or in second year of apprenticeship	£7.06
21 and over	£8.88
25 +	£9.45

15. Currently all apprentices are below age 21 with the majority being paid at the £4.41 rate of pay. This is significantly lower than the LW, even though it is higher than other apprentices.
16. Whilst the Authority has not formally adopted or become an accredited employer with the Living Wage Foundation, rates of pay for current employees (except apprentices) are above the LW. Members may wish to commit to pay staff (including or excluding apprentices) no less than the LW.

The Living Wage and Procurement

17. Public sector procurement is complex and subject to controls and constraints.
18. Public sector bodies have for some time included provisions in their procurement documentation to emphasise the legal requirement for contractors to pay the NMW and NLW. This can be explicit or encapsulated in a requirement to comply with the law in general. Some include provisions that allow them to monitor the activities of the contractor in this regard.
19. It is understood that in spite of a great deal of interest and deliberation no public sector bodies have gone as far as requiring the payment of the LW by contractors, yet.
20. The difficulty stems from the European-led procurement regime. The UK Regulations governing the majority of significant procurements (the principles of which are expected to be observed in lower value procurements) dictate the matters that can be taken into account in making decisions. At the selection stage (when a public body decides who to include in its tendering process) the list of matters is concerned with suitability, e.g. has the contractor committed certain offences that would lead to its exclusion? At the contract award stage the Regulations

specify that an award must be made on the basis of the offer which: is the most economically advantageous from the point of view of the public sector body, or offers the lowest price. In determining the most economically advantageous offer there is a list of criteria linked to the subject matter of the contract – there is no obvious room for giving weight to a contractors approach to the LW.

21. The Public Services (Social Value) Act 2012 placed a duty on public sector bodies (when dealing with services contracts) to consider how they could secure improvement to the economic, social and environmental wellbeing of the local area, at the 'pre-procurement stage'. The intention appears to have been to encourage public sector bodies to consider how best to secure improvements when deciding upon the strategy/process to procure the services in question. It did not introduce new criteria related to selection or award and it is not entirely clear how much impact it has had on procurements caught by its provisions.
22. The Scottish Government sought clarification from the European Commission a few years ago about the potential to make the LW a mandatory requirement in its procurements. Subsequent guidance issued by the Scottish Government (Statutory Guidance on the Selection of Tenderers and Award of Contracts – Addressing Fair Work Practices, including the Living Wage, in Procurement) made it clear that this was not considered to be possible.
23. There have been some conflicting EU cases concerned with the LW and it is possible that in limited circumstances the courts might uphold a provision requiring a contractor to pay the LW. However, this remains an area of uncertainty and is not without its practical difficulties.
24. There is no doubt that the law of procurement will change significantly in the relatively near future as the UK withdraws from the EU. Therefore, it makes sense to keep a watching brief on the issue of LW provisions in procurement.

Financial Implications

25. If a decision was made to pay the LW to all staff (excepting apprentices) then there are no immediate financial implications. If apprentices were also paid the LW there would be an additional cost for younger apprentices of between circa £4k and circa £11k per apprentice.

Legal Implications

26. The Authority is not required by law to adopt and implement the LW.
27. Given the risks associated with the introduction of a policy requiring contractors to pay the LW the Authority would need to consider expert legal advice before doing so.

Equality and Diversity Implications

28. The living wage is widely viewed as a tool to reduce inequality around wealth and income. Women and those with some disabilities are assumed to be among the groups most likely to benefit as they are likely to be in receipt of lower incomes. Certainly, within the organisation, those on lower 'green book' pay scales are more likely to be female than male. Therefore, it is to be assumed that change will have a disproportionately positive impact on women and other minority groups. The Authority undertakes comprehensive equality monitoring, including around the gender pay gap, and this will continue in the event that the Living Wage is adopted.

Environmental Implications

29. There are none.

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

BACKGROUND PAPERS: NONE

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Copy of extracts from Web Pages

The Living Wage Foundation

We are the organisation at the heart of the independent movement of businesses, organisations and people that campaign for the simple idea that a hard day's work deserves a fair day's pay. We celebrate and recognise the leadership of responsible employers who choose to go further and pay a real Living Wage based on the cost of living, not just the government minimum.

We do three things:

ACCREDIT:

We offer accreditation to employers that pay the independently-calculated Living Wage rates to all staff in London and the UK, or those committed to an agreed timetable of implementation, by awarding the Living Wage Employer Mark.

We offer a Service Provider Recognition Scheme for third party contractors who ensure their own staff are earning the real Living Wage rates and always offer a Living Wage option when submitting tenders.

INTELLIGENCE:

We coordinate the announcement of the real Living Wage rates each November, based on the best available evidence about living standards in London and the UK. We also provide advice and support to employers and service providers implementing the independently-calculated Living Wage rates. This includes best practice guides, case studies from leading employers, model procurement frameworks and access to specialist legal and HR advice.

INFLUENCE:

We provide a forum for leading employers and service providers to publicly join the independent movement of organisations, businesses and people campaigning for a wage which is enough to live on. We work with Principal Partners who bring financial and strategic support to our work. We coordinate Living Wage Week each November, a UK-wide celebration of the Living Wage movement.

ADVISORY COUNCIL

Stuart Wright - Chair

PROPERTY & FACILITIES DIRECTOR, AVIVA PLC

Clare Griffin

**HEAD OF CORPORATE RESPONSIBILITY AND CORPORATE REPORTING,
GSK**

Stephen Uden

HEAD OF CORPORATE CITIZENSHIP, NATIONWIDE BUILDING SOCIETY

Neil Jameson

CHIEF EXECUTIVE, CITIZENS UK

Lorraine Martins

TRUSTEE, TRUST FOR LONDON

Peter Kelly

DIRECTOR, POVERTY ALLIANCE

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SENIOR RESEARCH AND POLICY ANALYST, RESOLUTION FOUNDATION

Susan Stewart

GROUP HR DIRECTOR, NESTLÉ

Living Wage Policies of Constituent Authorities

Cheshire East Council

Cheshire East Council implemented the Living Wage for all staff directly employed by the Council at the meeting of its Staffing Committee on 15th October 2015 and it came into effect from 1st November 2015. A supplement was added to the pay scale points which fell below the Living Wage.

Cheshire West and Chester Council

Cheshire West and Chester Council approved the implementation of the Living Wage for all staff directly employed by the Council at its meeting on 25th February 2016 and it came into effect from 1st April 2016. This included staff under the age of 25 (which the National Living Wage currently excludes). The rate is reviewed annually by Cheshire West and Chester's Staffing Committee and the cost of implementing the proposal for 2016-17 was estimated to be £122k.

The proposal also included supporting Council owned companies, where the Council was the main customer, to implement a Local Living Wage for their staff. It also included working alongside other Council companies and Schools in West Cheshire to encourage the implementation of a Living Wage for their staff. Plans for assisting West Cheshire to become a Living Wage Borough were also agreed.

Warrington Borough Council

Warrington Borough Council agreed to adopt the Living Wage for all staff and integrate it into its salary structure at its meeting on 21st March 2016 and it came into effect from 1st April 2016. A new pay and grading structure reflecting the decision to implement the Living Wage was also agreed.

The payment of the Living Wage is subject to annual review. It was estimated that the introduction of the Living Wage for Council staff would cost an estimated £270k in 2016-17.

The proposal included extending the Living Wage to agency staff continuously engaged for 12 weeks or more by the Council. It also included encouraging schools to pay the Living Wage to their employees and the provision of support and advice from the Council regarding its implementation.

Halton Borough Council

Halton Borough Council has not considered the adoption of the Living Wage. However, it has extended the application of the National Living Wage to members of staff aged under 25 from 1st April 2016.

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NJC 2006/07/08/09/13/15/16/17 Pay Scales

	SCP	1st April 07	1st April 08	1st April 09	1st April '13	1st Jan 2015	1st April 2016	1st April 2017	
		Pay Award 2.475%	2.75%	1%	1%	2.20%	1.00%	1.00%	
Scale 1	6	£11,907	£12,334	£12,489	£12,614	£13,891.00	£14,030.00	£14,170.00	
	7	£12,291	£12,629	£12,787	£12,915	£13,891.00	£14,030.00	£14,170.00	
	8	£12,678	£13,027	£13,189	£13,321	£13,891.00	£14,030.00	£14,170.00	
	9	£13,062	£13,421	£13,589	£13,725	£14,075.00	£14,216.00	£14,358.00	
	10	£13,336	£13,703	£13,874	£14,013	£14,338.00	£14,481.00	£14,626.00	
Scale 2	11	£14,197	£14,587	£14,733	£14,880	£15,207.00	£15,507.00	£15,807.00	
	12	£14,492	£14,891	£15,039	£15,189	£15,523.00	£15,823.00	£16,123.00	
	13	£14,882	£15,291	£15,444	£15,598	£15,941.00	£16,191.00	£16,491.00	
Scale 3	14	£15,153	£15,570	£15,725	£15,882	£16,231.00	£16,481.00	£16,781.00	
	15	£15,470	£15,895	£16,054	£16,215	£16,572.00	£16,772.00	£17,072.00	
	16	£15,842	£16,278	£16,440	£16,604	£16,969.00	£17,169.00	£17,419.00	
	17	£16,217	£16,663	£16,830	£16,998	£17,372.00	£17,547.00	£17,772.00	
Scale 4	18	£16,536	£16,991	£17,161	£17,333	£17,714.00	£17,891.00	£18,070.00	
	19	£17,154	£17,626	£17,802	£17,980	£18,376.00	£18,560.00	£18,746.00	
	20	£17,781	£18,270	£18,453	£18,638	£19,048.00	£19,238.00	£19,430.00	
	21	£18,430	£18,937	£19,126	£19,317	£19,742.00	£19,939.00	£20,138.00	
Scale 5	22	£18,907	£19,427	£19,621	£19,817	£20,253.00	£20,456.00	£20,661.00	
	23	£19,463	£19,998	£20,198	£20,400	£20,849.00	£21,057.00	£21,268.00	
	24	£20,099	£20,652	£20,858	£21,067	£21,530.00	£21,745.00	£21,962.00	
	25	£20,736	£21,306	£21,519	£21,734	£22,212.00	£22,434.00	£22,658.00	
Scale 6	26	£21,412	£22,001	£22,221	£22,443	£22,937.00	£23,166.00	£23,398.00	
	27	£22,122	£22,730	£22,958	£23,188	£23,698.00	£23,935.00	£24,174.00	
	28	£22,845	£23,473	£23,708	£23,945	£24,472.00	£24,717.00	£24,964.00	
SO1	29	£23,749	£24,402	£24,646	£24,892	£25,440.00	£25,694.00	£25,951.00	
	30	£24,545	£25,220	£25,472	£25,727	£26,293.00	£26,556.00	£26,822.00	
	31	£25,320	£26,016	£26,276	£26,539	£27,123.00	£27,394.00	£27,668.00	
SO2	32	£26,067	£26,784	£27,052	£27,323	£27,924.00	£28,203.00	£28,485.00	
	33	£26,835	£27,573	£27,849	£28,127	£28,746.00	£29,033.00	£29,323.00	
	34	£27,594	£28,353	£28,636	£28,922	£29,558.00	£29,854.00	£30,153.00	
PM1	35	£28,172	£28,947	£29,236	£29,528	£30,178.00	£30,480.00	£30,785.00	Not in use
	36	£28,919	£29,714	£30,011	£30,311	£30,978.00	£31,288.00	£31,601.00	Not in use
	37	£29,728	£30,546	£30,851	£31,160	£31,846.00	£32,164.00	£32,486.00	
	38	£30,598	£31,439	£31,754	£32,072	£32,778.00	£33,106.00	£33,437.00	
	39	£31,606	£32,475	£32,800	£33,128	£33,857.00	£34,196.00	£34,538.00	
	40	£32,436	£33,328	£33,661	£33,998	£34,746.00	£35,093.00	£35,444.00	
	41	£33,291	£34,207	£34,549	£34,894	£35,662.00	£36,019.00	£36,379.00	
PM2	42	£34,140	£35,079	£35,430	£35,784	£36,571.00	£36,937.00	£37,306.00	
	43	£34,991	£35,953	£36,313	£36,676	£37,483.00	£37,858.00	£38,237.00	
	44	£35,852	£36,838	£37,206	£37,578	£38,405.00	£38,789.00	£39,177.00	
	45	£36,657	£37,665	£38,042	£38,422	£39,267.00	£39,660.00	£40,057.00	
	46	£37,543	£38,575	£38,961	£39,351	£40,217.00	£40,619.00	£41,025.00	
PM3	47	£38,404	£39,460	£39,855	£40,254	£41,140.00	£41,551.00	£41,967.00	
	48	£39,258	£40,338	£40,741	£41,148	£42,053.00	£42,474.00	£42,899.00	
	49	£40,101	£41,204	£41,616	£42,032	£42,957.00	£43,387.00	£43,821.00	
	50*	£41,163	£42,295	£42,718	£43,145	£44,094.00	£44,535.00	£44,980.00	
	51*	£42,365	£43,530	£43,965	£44,405	£45,382.00	£45,836.00	£46,294.00	
	52*	£43,571	£44,769	£45,217	£45,669	£46,674.00	£47,141.00	£47,612.00	

* Locally agreed (In line with Green Book pay award)

W H O L E T I M E

1% WEF 1st July 2016

	CFS SCP Point				Salary	20% Flexi	Total (Including Flexi where applicable)	Monthly rounded to nearest penny	Basic Hourly Rate	Casual O/T
FIREFIGHTER										
		301	FF (T)	TRAINEE	£22,237	£0	£22,237	£1,853.08	£10.15	£15.23
		302	FF (D)	DEVELOPMENT	£23,162	£0	£23,162	£1,930.17	£10.58	£15.87
	7	303	FF (C)	COMPETENT	£29,638	£0	£29,638	£2,469.83	£13.53	£20.30
CREW MANAGER		304	CM (D)	DEVELOPMENT	£31,501	£0	£31,501	£2,625.08	£14.38	£21.57
	10	305	CM (C)	COMPETENT	£32,858	£0	£32,858	£2,738.17	£15.00	£22.50
WATCH MANAGER A										
		306	WMA (D)	DEVELOPMENT	£33,569	£0	£33,569	£2,797.42	£15.33	£23.00
	12	307	WMA (C)	COMPETENT	£34,502		£34,502	£2,875.17	£15.75	£23.63
WATCH MANAGER B										
		306	WMB (D)	DEVELOPMENT	£33,569		£33,569	£2,797.42	£15.33	£23.00
		308	WMB (C)	COMPETENT	£36,745		£36,745	£3,062.08	£16.78	£25.17
STATION MANAGER A										
		309	SM (D)	DEVELOPMENT	£38,220		£38,220	£3,185.00	£17.45	£26.18
	22	310	SMA (C)	COMPETENT	£39,367		£39,367	£3,280.58	£17.98	£26.97
STATION MANAGER B										
		309	SMB (D)	DEVELOPMENT	£38,220	£7,644	£45,864	£3,822.00	£17.45	£26.18
	28	311	SMB (C)	COMPETENT	£42,154	£8,431	£50,585	£4,215.40	£19.25	£28.88
GROUP MANAGER B										
		312	GMB (D)	DEVELOPMENT	£44,018	£8,804	£52,822	£4,401.80	£20.10	N/A
	40	314	GMB (C)	COMPETENT	£48,796	£9,759	£58,555	£4,879.60	£22.28	N/A
AREA MANAGER B										
		315	AMB (D)	DEVELOPMENT	£51,677	£11,111	£62,788	£5,232.30	£23.60	N/A
	52	317	AMB (C)	COMPETENT	£56,685	£12,180	£68,865	£5,738.75	£25.88	N/A

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Apprentice Scale Rates

2017/18

From 1st April 2017

Grade	Comments	Hourly Rate (National Minimum Wage)	Apprentice Annual Salary
A18	Apprentice in 1st year of apprenticeship or aged 18 or below	£4.41	£8,508.17
A19+	19 or 20 (and beyond 1st year of apprenticeship)	£7.06	£13,620.79
A21+	21 to 24 (and beyond 1st year of apprenticeship)	£8.88	£17,132.10
A25+	25 (and beyond 1st year of apprenticeship)	£9.45	£18,231.80

These scales are based on NMW + 26% and will increase in October each year in line with NMW increases

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CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 26th APRIL 2017
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: PAUL HANCOCK

SUBJECT: SCOPE OF CREWE AND ELLESMERE PORT
DUTY SYSTEM REVIEW

Purpose of Report

1. To allow Members to consider and approve the scope of the review concerned with the duty system for the second fire engine at Crewe and Ellesmere Port.

Recommended that Members:

- [1] Consider and approve the scope of the review concerned with the duty system for the second fire engine at Crewe and Ellesmere Port.
- [2] Indicate whether they wish officers to have the review externally validated.

Background

2. The Fire Authority approved the Emergency Response Programme (ERP) at its meeting in February 2013. The ERP was a four-year plan which involved a range of changes to the way that the fire and rescue service in Cheshire would be delivered once it was concluded. An important principle of the ERP was the distribution of fire cover in order to improve performance against the ten-minute response standard to life risk incidents. Amongst other activities this involved the creation of new fire stations, introduction of new and revised duty systems; distribution of fire appliances (and other resources) and crewing of those appliances.
3. The ERP was essentially a package of actions and because of its significance it was the subject of a comprehensive consultation. Accordingly, the Consultation Institute was engaged to assist the consultation process.
4. Decisions in relation to the ERP were taken against a backdrop of a continuing downward trend in activity for the Service and increasing uncertainty about funding. The ERP was captured in the Integrated Risk Management Plan (IRMP) for 2013-14 and extracts for Cheshire East and Cheshire West and Chester together with the published timetable

are contained in Appendix 1 to this report. When Members approved the IRMP for 2015-16 the updated timetable that formed part of it indicated that the on-call duty system for the second fire engine at Crewe and Ellesmere Port would be introduced in 2017-18.

5. The draft IRMP for 2017-18 was considered by the Fire Authority in September 2016 and approved for consultation. It included a proposal to:

Implement the proposals outlined in 2013 (and in subsequent plans) to make the second fire engines at Crewe and Ellesmere Port on-call, but pilot the crewing of a fire engine during the day at both stations at an additional cost of £200k per station, to provide Service-wide resilience and support for prevention activities and training.

This was proposed by officers to assist the transition to the on-call duty system (following a similar arrangement to that established for the second fire engine at Runcorn) and because on-call recruitment had been more challenging than had been anticipated.

6. The Fire Authority considered the feedback to the consultation in relation to the IRMP for 2017-18 at Member Planning Days (November 2016 and January 2017) and at the Fire Authority meeting in December 2016. At the meeting of the Fire Authority in February 2017 Members decided that the IRMP should be amended and resolved that there be:

No change to the current arrangements in Crewe and Ellesmere in 2017-18 pending a review, the outcome of which is to be considered by Members.

Information

7. The Chief Fire Officer and Chief Executive wrote to Members shortly after the February 2017 Fire Authority meeting outlining the process that was envisaged to carry out the review. An extract from the Chief Fire Officer and Chief Executive's correspondence outlining details of the process is included at Appendix 2.
8. The review is intended to confirm the appropriate duty system for the second fire engine at Crewe and Ellesmere Port. This report is the first element of that review – approval of the scope.
9. Officers believe that the scope of the review should be:
 - Focused, keeping it as simple as possible; and
 - Externally validated.
10. The following matters should be the focus of the review:

- An assessment of the current and emerging risks;
 - An analysis of current and anticipated activity levels (broken down into day and night) and set against current performance against the ten-minute response standard for life-risk incidents;
 - An analysis of the types of incident dealt with.
11. When the review is considered, Members will also need to understand the up-to-date position in relation to on-call recruitment and training, with an assessment of the likely ongoing situation.
12. It is possible to secure external validation of aspects of the review. There will be a cost, but it will not be prohibitive.

Financial Implications

13. If Members agree to seek external validation the cost can be accommodated from within an existing revenue budget.

Legal Implications

14. There are no legal implications associated with the decisions sought from Members at this time.

Equality and Diversity Implications

15. There are no equality and diversity implications.

Environmental Implications

16. There are no environmental implications.

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

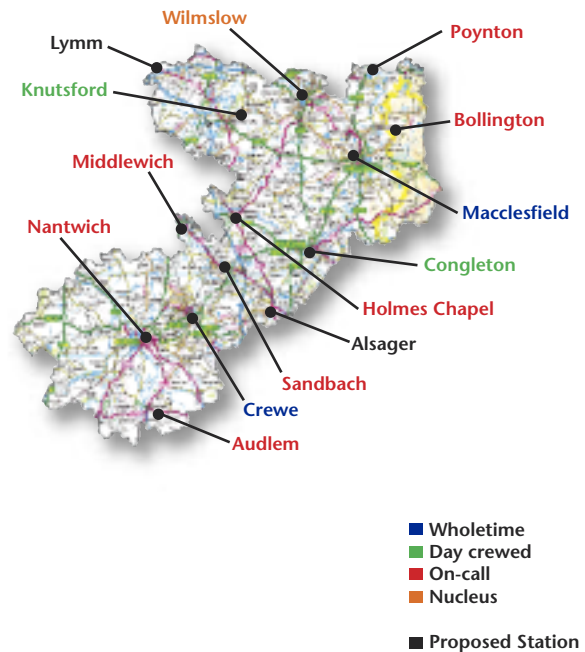
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Cheshire East

The area has a total of 12 fire stations, which are currently crewed as follows:

- **Crewe** is Wholetime, with two fire engines and other specialist vehicles providing 24/7 cover.
- **Macclesfield** is Wholetime, with one fire engine, one On-call fire engine and an aerial appliance
- **Knutsford** has one fire engine and a specialist vehicle, with staff working the Day Crewing system
- **Congleton** has two fire engines one operated by the Day Crewing system and the second by On-call staff
- **Wilmslow** - has one fire engine operated by a Nucleus Crewing arrangement
- **Audlem, Bollington, Holmes Chapel, Nantwich, Middlewich, Poynton and Sandbach** are staffed through the On-call system.



Proposals

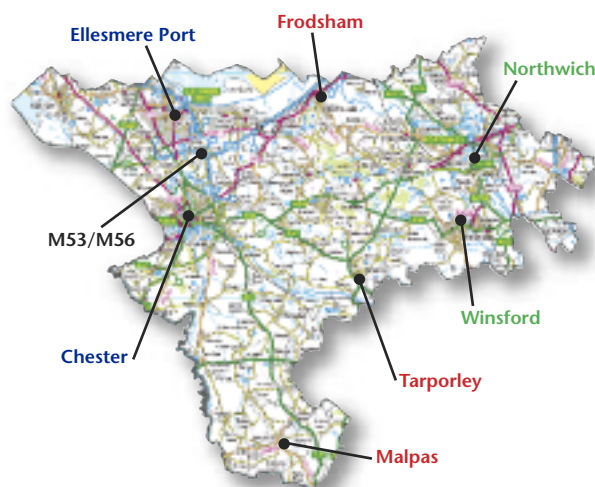
1. **Alsager** - build a new On-call fire station and transfer the second fire engine from Congleton.
2. **Congleton** - change the current Day Crewing duty system to a Nucleus Crewing system (Monday to Friday - 8 hour day shifts) with evening and weekend cover being provided by the existing On-call staff
3. **Crewe** - change how the second fire engine is crewed from Wholetime to On-call (24/7)
4. **Macclesfield** - change the current Wholetime duty system to a Nucleus Crewing system to maintain two fire engines and crew the aerial appliance with On-call staff at all times.
5. **Knutsford** - change the current Day Crewing duty system to On-call with support from the new Wholetime station at Lymm.
6. No changes are proposed at **Wilmslow, Audlem, Bollington, Holmes Chapel, Nantwich, Middlewich, Poynton or Sandbach**.



Cheshire West and Chester

The area has seven fire stations, which are currently crewed as follows:

- **Chester** is Wholetime, with two fire engines and other specialist vehicles providing 24/7 cover
- **Ellesmere Port** is Wholetime with two fire engines and other specialist vehicles providing 24/7 cover
- **Northwich** and **Winsford** both have two fire engines, one operated by Day Crewing staff and the second through On-call staff
- **Frodsham**, **Malpas** and **Tarporley** are staffed by the On-call system.



- Wholetime
- Day crewed
- On-call
- Nucleus
- Proposed Station

Proposals

1. **Chester** - transfer the second fire engine from Chester to a new Wholetime station near the M56/M53 motorway interchange. Use the new station as an "operational response hub" to store specialist operational vehicles
2. **Chester** - Maintain the existing fire engine and operate the aerial appliance using existing staff
3. **Ellesmere Port** - change how the second fire engine is crewed from Wholetime to On-call (24/7)
4. **Neston** - freeze proposals for a new on-call station provided there are no changes in support from Merseyside FRS
5. **Winsford and Northwich** - change the duty system for the main fire engine from Day Crewing to a Nucleus Crewing arrangement (Monday to Friday - 8 hour day shifts) with evening and weekend cover provided by existing On-call staff
6. **Frodsham, Malpas and Tarporley** – no change.



Timetable

The Fire Authority has set out the indicative timetable below for implementation of the emergency response review proposals. Given the scale and complexity of the projects, the programme will be reviewed and updated annually to reflect local consultation and land development issues.

2013–2014

1. Implementing recommendations from the review of specialist vehicles, their location and crewing
2. Introduce the new Community Risk Management model and the 10 minute operational response time for life risk incidents
3. Start riding with four firefighters on each fire engine at Wholetime stations with two fire engines and pay staff extra to provide additional support when needed
4. Extend the current Flexible Crewing Arrangements across all On-call stations
5. Allow the On-call recruitment catchment area on specified stations to be increased by up to 6 minutes or 7 minutes where the alternative would be a significant reduction in emergency response cover for the local community
6. Start recruiting for On-call staff at Alsager, Macclesfield, Penketh and Runcorn
7. Consider introducing a salary scheme for On-call firefighters

2014–2015

1. New fire station at Penketh (12 hour shifts) – “go live”
2. Remove the second fire engine from Widnes
3. Introduce new crewing arrangements for the second fire engine at Runcorn
4. Introduce new shift system at Macclesfield
5. Start riding four firefighters across all stations
6. Start recruiting for On-call staff at Congleton, Knutsford, Northwich, Stockton Heath and Winsford

2015–2016

1. New fire station at Lymm (12 hour shifts) – “go live”
2. Transfer staff from Stockton Heath and Knutsford to Lymm
3. Transfer Technical Rescue Unit from Knutsford to Lymm and Incident Response Unit from Winsford to Lymm
4. Introduce On-call model for Stockton Heath and Knutsford
5. Implement new crewing arrangements at Congleton
6. New On-call fire station at Alsager – “go live”
7. Introduce new crewing model for Winsford and Northwich
8. Start recruiting for On-call staff at Crewe and Ellesmere Port

2016–2017

1. New fire station at M53/M56 interchange (12 hour shifts) – “go live”
2. Introduce new crewing arrangement for second pump at Ellesmere Port
3. Introduce new crewing arrangement for second pump at Crewe
4. Transfer Foam Unit from Ellesmere Port and Incident Response Unit from Chester to M53/M56 station
5. Transfer High Volume Pump from Congleton to Ellesmere Port

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Appendix 2

EXTRACT FROM CHIEF FIRE OFFICER AND CHIEF EXECUTIVE'S CORRESPONDENCE TO MEMBERS CONCERNING THE REVIEW OF THE CURRENT ARRANGEMENTS IN CREWE AND ELLESMERE PORT

AGREEMENT OF NEXT STEPS

1. Officers should draft a note setting out the scope of the review. This will be reported to the Fire Authority at its meeting in April (26th). Members will be asked to consider and approve the scope.
2. A significant part of the Members' Planning Day scheduled for the 13th July will be dedicated to this issue. Officers will present the outcomes/findings and will also highlight the implications of any further potential changes to the IRMP.
3. A report confirming the outcomes/findings of the review will then be presented to Members at the Fire Authority meeting on the 20th September. At this stage with the full facts available to them Members will be asked to agree a way forward. If there area any significant changes to the Authority's plans (IRMP) then these may need to be included in the Authority's IRMP consultation which will run from September to December 2017.
4. Subject to 3 above, Members will approve any changes to the Authority's plans (IRMP), budget and MTFP at the meeting of the Fire Authority in February (14th) 2018.

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