



**Wednesday,
21 June 2017
10.30 am**

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

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

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

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

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

Questions by Electors

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

Access to Information

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

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.

This agenda is available in large print, Braille, audio CD or in community languages upon request by contacting; Telephone: 01606868414 or email: equalities@cheshirefire.gov.uk

Recording of Meetings

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

Fire Evacuation

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**MEETING OF THE FIRE AUTHORITY
WEDNESDAY, 21 JUNE 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 Appointments to the Fire Authority

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

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

Conservative

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

Labour

Cllr D Bailey
Cllr D Flude

Independent

Cllr D Mahon

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

Conservative

Cllr H Deynem
Cllr E Johnson
Cllr S Parker

Labour

Cllr P Booher
Cllr J Mercer
Cllr B Rudd
Cllr T Sherlock

These Members were appointed for 2016-17. Their appointments are continuing. Appointments for 2017-18 to be confirmed after the Fire Authority has met.

Representing Halton Borough Council (3 Lab)

Labour

Cllr P Harris
Cllr S Nelson
Cllr R Polhill

Representing Warrington Borough Council (1 Lib Dem, 4 Lab)

Labour

Cllr A Dirir
Cllr K Mundry
Cllr M Tarr
Cllr S Wright

Liberal Democrat

Cllr M Biggin

Note: The Police and Crime Commissioner for Cheshire, Mr David Keane, has also been afforded certain rights in relation to Fire Authority business, including the right to attend meetings.

1D Election of Chair

Members are invited to elect a Chair of the Authority, to serve until the Annual Meeting in 2018.

1E Election of Deputy Chair

Members are invited to elect a Deputy Chair of the Authority, to serve until the Annual Meeting in 2018.

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

1F Appointment of Group Spokespersons

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

1G Appointment of Lead Members

Each constituent authority is invited to appoint a Lead Member.

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

1H Chair's Announcements

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

1I Declaration of Members' Interests

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

1J Minutes of Fire Authority

To confirm as a correct record the minutes of the Fire Authority meeting held on 26th April 2017.

(Pages 1 - 8)

- 1K Minutes of Performance and Overview Committee** (Pages 9 - 14)
To receive, for information, the minutes of the Performance and Overview Committee meeting held on 1st March 2017.
- 1L Minutes of Governance and Constitution Committee** (Pages 15 - 17)
To receive, for information, the minutes of the Governance and Constitution meeting held on 12th June 2017.
- Note:** A copy of the report entitled 'New Member Decision-Making Body' is attached as Appendix 1, following the minutes. (Pages 19 - 22)

Members will see that Governance and Constitution Committee made recommendations to the Fire Authority which are summarised below:

A new decision-making be created called Estates and Property Committee with the following responsibilities:

'The [body] will be responsible for:

Ensuring that the Fire Authority's property management arrangements are appropriate, providing guidance to officers as necessary.

Providing guidance to officers and the Fire Authority in relation to property transactions.

Providing guidance to officers and the Fire Authority in relation to the sharing of its sites/premises with third parties.

Assisting in the co-ordination of and agreeing the prioritisation of property-related projects/programmes.

Assisting in the co-ordination of and agreeing the prioritisation of environmental projects/programmes and supporting officers and the Fire Authority in the delivery of matters that further the Authority's Environmental Strategy.

Engaging in key procurement issues as necessary.

Overseeing the arrangements for Safety Central.'

The Committee is to comprise of seven elected Members (to include the Lead Members and Member Champions for Procurement and Environment) together with one of the independent (non-elected) members.

The role of Chair of the Committee is to attract the same allowance as that paid to the Chair of Governance and Constitution

Committee.

Decision: Members of the Fire Authority are asked to consider the recommendations. If they agree them Members are asked to authorise the Director of Governance and Commissioning to make such amendments to the Constitution (including the Members' Allowances Scheme) as are necessary to give effect to these decisions.

1M Appointments to Committees etc., Outside Bodies and Member Roles (Pages 23 - 50)

Members are asked to appoint to the committees etc., outside bodies and Member roles for 2017-18.

The report of the Director of Governance and Commissioning sets out the requirements for these appointments.

1N Timetable of Meetings 2017-18 (Pages 51 - 52)

Members are asked to note the Timetable of Meetings for 2017-18.

1O Constitution

Members are asked to adopt the constitution which contains the following sections:

- Section 1 – Cheshire Fire Authority
- Section 2 – Key Documents
- Section 3 – Members' Decision Making Bodies
- Section 4 – Procedural Matters
- Section 5 – Outside Bodies
- Section 6 – Members' Roles
- Section 7 – Protocols
- Section 8 – Members' Codes of Conduct
- Section 9 – Members' Allowance Scheme
- Section 10 – Financial Regulations
- Section 11 – Scheme of Delegation

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

ITEMS REQUIRING DISCUSSION / DECISION

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE

- | | | |
|----------|--|------------------------|
| 2 | End of Year Financial Report 2016-17 | (Pages 53 - 62) |
| 3 | Treasury Management Annual Report 2016-17 | (Pages 63 - 66) |
| 4 | Member Development Programme 2017-18 and Review of Member Development 2016-17 | (Pages 67 - 86) |

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MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Wednesday, 26 April 2017 at Lecture Theatre - Fire Service Headquarters, Winsford, Cheshire at 10.30 am

PRESENT: Councillors D Bailey, P Booher, A Dirir, D Flude, P Harris, E Johnson, D Mahon, D Marren, J Mercer, K Mundry, S Nelson, R Polhill, S Parker, B Rudd, J Saunders, T Sherlock, M Tarr 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 H Deynem, G Merry, L Morgan, M Simon, J Weatherill and the Police and Crime Commissioner for Cheshire – David Keane.

C Chair's Announcements

The Chair informed Members of the proposal to move the annual meeting of the Fire Authority back by one week to 21st June 2017.

The Chair asked Members to note the content of the Chair's announcements which included details of the Authority's achievements and events Members had attended since the last Fire Authority meeting in February 2017.

RESOLVED: That

[1] the annual meeting of the Fire Authority be moved back by one week, from 14th June 2017 to 21st June 2017.

D Declaration of Members' Interests

Item 5 – The Living Wage

Councillor Flude disclosed a Non-Statutory Disclosable Pecuniary Interest in relation to Item 5 – The Living Wage.

E Minutes of Fire Authority

RESOLVED:

That the minutes of the meeting of the Fire Authority held on 14th February 2017 be approved as a correct record.

F Minutes of Performance and Overview Committee

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

G Minutes of Governance and Constitution Committee

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

H Minutes of Brigade Managers' Pay and Performance Committee

RESOLVED:

That the minutes of the Brigade Managers' Pay and Performance Committee held on 29th March 2017 be received, for information.

I Minutes of Staffing Committee

RESOLVED:

That the minutes of the Staffing Committee meeting held on 29th March 2017 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 21st March 2017 be received, for information.

K Notes of Risk Management Board

RESOLVED:

That the notes of the Risk Management Board meeting held on 28th March 2017 be received, for information.

L Updated Scheme of Delegation

The Director of Governance and Commissioning informed Members that, due to departures from the Service and the Blue Light Collaboration Programme, necessary changes to job roles had occurred. The Scheme of Delegation had been updated to reflect these changes and brought to Members for approval.

RESOLVED:

That the changes to the Scheme of Delegation be approved.

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

The Chair introduced Perminder Sethi, the Authority's relationship manager from Grant Thornton (the External Auditor), who was in attendance at the meeting to present the External Audit Plan (the Plan) for 2016-17.

The External Auditor provided an overview of the Plan. The Plan explained the criteria used to help arrive at the Auditor's value for money conclusion and the audit fee for the work for 2016-17. It also included the results of the interim work undertaken by the Auditor and the audit timeline for 2016-17.

Members thanked the External Auditor for the report. A Member highlighted the risk of management over-riding controls and asked what was in place to ensure compliance by management with internal and EU procurement rules. The External Auditor informed Members that audits associated with compliance were risk-based considering areas of specific concern. Based on the evidence provided by the Service, the External Auditor confirmed that no concerns were currently associated with procurement.

RESOLVED: That

[1] the External Audit Plan in respect of the Authority's accounts for 2016-17 be noted; and

[2] the audit fee of £29,860 for 2016-17 be approved.

3 INTERNAL AUDIT PLAN 2017-18

Kevin Lloyd, the Internal Auditor from Mersey Internal Audit Agency (MIAA), presented the report to Members which contained the proposed Internal Audit Plan (the Plan) for 2017-18.

The Internal Auditor referred Members to the one page summary of the Plan which provided an overview of how it had been developed and how MIAA would deliver the Authority's internal audit services in 2017-18. He then referred Members to the section of the Plan on coverage and provided an overview of the operational plan (Appendix A to the report). He concluded by informing Members that the coverage of the plan remained flexible, accommodating for the progression of the Blue Light Collaboration Programme and any new risks arising from it.

A Member queried how the risk of management over-riding controls was monitored by Internal Audit and how the Authority could be sure that the procurement regime was working properly. The Internal Auditor informed Members that an assessment of procurement procedures had not been included in this year's plan but could be added if Members wished. The Director of Governance and Commissioning informed Members that he worked closely with the Service's Head of Procurement to ensure compliance.

The Chief Fire Officer and Chief Executive referred Members to the section of the report on business continuity and informed Members that a business continuity

exercise was taking place on 17th May 2017 which would be assessed by MIAA. He also referred Members to the section of the report on equality and diversity in relation to recruitment and informed Members that 25% of the latest intake of firefighters were female and that raising this percentage further remained a high priority for the Service.

RESOLVED: That

[1] the Internal Audit Plan for 2017-18 be approved.

4 CHESHIRE AND WARRINGTON PUBLIC SERVICE REFORM STRATEGY 2017-2020

The Head of Policy and Inclusion presented the report to Members which contained the Sub-Regional Public Service Reform Strategy 2017-2020 (the Strategy).

The Strategy had been developed collectively by the sub-regional partners and set out how the partners aimed to take action in relation to individuals with the most complex needs and how they intended to improve the wellbeing and prosperity of all of Cheshire's communities. He referred Members to the three overarching themes within the Strategy: health and wellbeing; complex dependency; and enablers. Within each of these themes were a number of sub-headings containing information on activities and projects.

A Member referred the Authority to the section of the Strategy on health and wellbeing and commented that suicide was rising within the sub-region. She highlighted that this was an important concern for the Authority as firefighters were often in attendance at the incidents involving suicide and that this may have an impact on their mental health. She also highlighted concerns for other vulnerable groups that were raised in the Strategy and welcomed the document for providing the regional position on these issues.

RESOLVED: That

[1] the report be noted.

5 THE LIVING WAGE

The Director of Governance and Commissioning reminded Members that Councillor Flude had declared a Non-Statutory Pecuniary Interest in the item and that normally she would be expected to leave the room for the item. As Councillor Flude's interest only extended to the question of whether the Living Wage should be paid to apprentices he suggested that provided she did not take part in the debate or vote on that issue she should be able to remain for the other aspects of the item.

The Director of Governance and Commissioning introduced the report which allowed Members to determine the Authority's policy in relation to the Living Wage. He informed Members of the current hourly rates for both operational and non-operational staff and that no one was currently paid below the Living Wage (apart from apprentices). He also informed Members of the current rates paid to the

Authority's apprentices – 26% above the National Minimum Wage for their age. The majority of apprentices were currently being paid at £4.41 (the Cheshire Fire and Rescue Service Apprentice Rate for those under 19 and in the first year of their apprenticeship).

A Member queried whether the Authority would have to reduce the intake of apprentices to cover the additional costs if they were paid the Living Wage.

The Director of Transformation informed Members that the current target for the public sector was for apprentices to make up 2.3% of the workforce, which equated to 20 apprentices a year for the Authority – a target the Service was currently working towards. She informed Members that the Service was currently looking at extending apprenticeships to Green Book (non-operational) posts.

Members discussed the options within the report and then moved to vote on the recommendations. 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, Harris, Mercer, Mundry, Nelson, Polhill, Rudd, Sherlock, Tarr and Wright.

Against: Councillors Marren, Parker and Saunders.

Councillors Johnson and Mahon abstained.

Councillor Flude did not take part in the debate, nor vote.

RESOLVED: That

- [1] the Authority commit to pay staff (including apprentices) no less than the Living Wage and include apprentices within this commitment; and**
- [2] the Authority will, where appropriate, encourage other employers to pay the Living Wage. With this in mind the Authority will ensure that, wherever possible, the procurement activity that it carries out involves suitable engagement with contractors about the Living Wage.**

6 SCOPE OF CREWE AND ELLESMERE PORT DUTY SYSTEM REVIEW

The Chief Fire Officer and Chief Executive introduced the report which allowed Members to consider and approve the scope of the review of the duty system for the second fire engine at Crewe and Ellesmere Port.

He referred Members to paragraphs 9 to 12 of the report which contained details of the review and explained that this report was the first element of that review. He informed Members that officers believed that the scope of the review should be focused and externally validated. The following matters were suggested by officers within the report for 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; and
- An analysis of the types of incident dealt with.

Appendix 2 to the report contained an extract from the Chief Fire Officer and Chief Executive's correspondence to Members outlining details of the review process. He informed Members that a significant part of the Members' Planning Day scheduled for 13th July 2017 would be dedicated to this issue. Officers would present the outcomes/findings and highlight the implications of any alternative crewing arrangements to those originally envisaged in the Emergency Response Review.

A Member informed the Authority that he, alongside another Member, was in regular contact with the Head of Service Delivery to enable them to feed their expectations into the review. He queried whether a review into the duty system at Wilmslow, as mentioned at the Authority's February meeting, had been commissioned. The Chief Fire Officer and Chief Executive referred Members to page 23 of the Integrated Risk Management Plan which mentioned that a review would be undertaken and brought back to Members in due course.

A Member queried what the expected procurement costs of externally validating the scope of the review were estimated to be. The Director of Governance and Commissioning informed Members that he did not expect the costs to be significant for this process notwithstanding the very limited field of experts able to carry out the review.

A Member queried whether a review would take place over the removal of the appliance at Chester. The Chair informed Members that the new station at Powey Lane, where the second appliance had been moved to, provided cover to Chester. He also informed Members that the position of the new station at Powey Lane aided the Service's ability to respond to rescue and road traffic incidents. The Chief Fire Officer and Chief Executive referred Members to Item 1E of the agenda containing the minutes of the Fire Authority meeting held on 14th February 2017. He referred Members to Section 4 of the minutes – the Integrated Risk Management Plan 2017-18 (IRMP 14) which indicated that a review of the arrangement would be undertaken by officers throughout the year and reported back to the Performance and Overview Committee.

Members thanked the Chief Fire Officer and Chief Executive and welcomed the content of the report. A Member thanked officers for the work that had been achieved since 2013 and was pleased that the changing demographics of Crewe would be factored in to the review. She also welcomed the opportunity to work alongside the Head of Service Delivery throughout this process.

The Chief Fire Officer and Chief Executive informed Members that the Authority had a duty to ensure the right level of resource was available throughout the county. He

informed Members that further detail on how the Service ensured this cover could be provided at the July Planning Day. He explained that the National Framework required the Authority to hold the Chief Fire Officer and Chief Executive to account for operational arrangements. He reassured Members that under no circumstances would he put options forward that would jeopardise the safety of members of the public or firefighters.

RESOLVED: That

- [1] the scope of the review concerned with the duty system for the second fire engine at Crewe and Ellesmere Port be approved; and**
- [2] officers should arrange for the review to be externally validated.**

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MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 1 March 2017 at Lecture Theatre - Fire Service Headquarters,
Winsford, Cheshire at 10.00 am

PRESENT: Councillors J Mercer, D Bailey and J Saunders

1 PROCEDURAL MATTERS

A Record of Meeting

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

B Apologies for Absence

Apologies were received from Councillors H Deynem, P Harris, L Morgan, M Simon and independent (non-elected) member A Ruddy.

In Councillor Harris's absence Councillor Mercer took the chair for the meeting.

C Declaration of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Performance and Overview Committee

RESOLVED: That

[1] the minutes of the meeting of the Performance and Overview Committee held on Wednesday 16th November 2016 be confirmed as a correct record.

E Minutes of Policy Committee

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

2 2016-17 QUARTER 3 REVIEW - FINANCIAL

The Head of Finance introduced the report and drew Members' attention to Appendix 1 to the report which showed the estimated outturn position of the Authority compared to the revised budget. She provided Members with further information on the variances in certain departments, including an underspend in Service Delivery pay budgets which was partly offset by the costs of a pilot on call support officer and payments relating to the On Call Attendance Reward Scheme (OCARS) and estimated underspends in Prevention and Protection as a result of continuing staff vacancies. An overspend on Property Management was due to funds being earmarked for fire safety requirements in the Authority's properties.

The Head of Finance explained that the overall anticipated underspend at Quarter 3

was £505k. This was in addition to anticipated underspends of £119k at Quarter 1 and £192k at Mid Year Review, as previously reported to Members.

The Head of Finance referred Members to Appendix 2 to the report which provided an update on the Authority's expected outturn on the capital programme for 2016-17. She informed Members of a projected overspend of £761k on the Emergency Response Programme. Reasons for this projected overspend included omissions/re-measurement, unforeseen issues and costs, scope changes and additions to the stations at Alsager, Lymm, Penketh and Powey Lane. Additional overspend was also anticipated due to the fit out costs for the Safety Centre at Lymm. Overall, the anticipated outturn on the capital programme showed only a slight overspend (£207k) and the build programme remained within the Member approved contingency.

RESOLVED: That

[1] the 2016-17 Quarter 3 financial position and anticipated financial outturn be noted.

3 2016-17 QUARTER 3 REVIEW - PERFORMANCE

The Head of Protection and Organisational Performance introduced the report which provided Members with an update on the Quarter 3 (Q3) review of performance for each of the Service's Key Performance Indicators (KPIs) to Members.

He referred Members to the Corporate Performance Scorecard, attached as Appendix 1 to the report, which reflected the Q3 position against targets set and the year on year direction of the travel for the Service's KPIs. Officers expanded on each of the KPIs, providing further context particularly where targets set had not been achieved. These included the number of recorded deaths and injuries in primary fires, which had risen but remained at a low level and with the overall five year direction of travel being positive.

The Head of Service Delivery provided further detail concerning the Service's current performance for on call availability, informing Members that performance had improved since Quarter 2. He highlighted the significant performance differences between the different on call shift systems with the combined availability of nucleus and primary on call appliances averaging 78.3% throughout Q3, compared to secondary on call appliances which averaged 44.03% availability. He informed Members that the availability of the appliances as small incident units (SIUs) was not reflected in this data and, if added, would likely increase performance figures by approximately 10%. The data was not currently included on SIUs as they cannot attend all incidents. He referred Members to Item 5 on the agenda, the Internal Audit Progress Report, which indicated that the review of on call availability received significant assurance from Mersey Internal Audit Agency due to continuing improvements in on call availability. Members were also informed that the Service was pursuing a partnership with Howdens Joinery Group PLC to bolster on call cover within Cheshire.

The Chair queried what type of incidents an SIU could not attend. The Head of

Service Delivery advised that SIUs could not attend incidents requiring breathing apparatus, but could attend most other incidents.

The Deputy Chief Fire Officer referred Members back to the statistics on the number of deaths in primary fires and informed Members that there had been a national increase in deaths related to mental health. He informed Members that the Service were leading on work involving mental health awareness and how fire services could assist both locally and nationally. He also advised Members of prevention work focusing on the implementation of a national burns strategy.

A Member queried whether the spike in mental health incidents related to any particular age groups. The Deputy Chief Fire Officer informed Members that the age group was relatively broad but that there had been a spike in incidents involving males with mental health problems.

RESOLVED: That

[1] the 2016-17 Quarter 3 Review of Performance be noted.

4 2016-17 QUARTER 3 REVIEW - INTEGRATED RISK MANAGEMENT PLAN PROGRAMMES AND PROJECTS

The Head of Legal and Democratic Services provided Members with an update on the Service's 2016-17 Integrated Risk Management Plan (IRMP 13) programmes and projects. Progress on delivery of the IRMP programmes and projects was reported to Members in the form of a 'health report', attached as Appendix 1 to the report.

He informed Members of the progress made in respect of the Blue Light Collaboration Programme and explained that the current status of the Programme was amber. This was due to delays in the delivery of the Multi Force Shared Service (MFSS) arrangement and timescales associated with effecting changes to the Clemonds Hey site had been extended due to complications associated with the PFI.

Officers also provided updates on several other programmes and projects within the health report, including the firefighter apprenticeship scheme, sprinkler campaign, Emergency Response Programmes 1 and 2, Safe and Well, and the Emergency Services Mobile Communication Programme.

A Member asked for further information on the delays to the MFSS project within the Blue Light Collaboration Programme. The Head of Legal and Democratic Services informed Members that delays were due to outstanding decisions that needed to be made by existing MFSS partners to enable the programme to begin in earnest.

A Member queried whether the current issue at Penketh station concerning the landline not being connected to the admin hub or station was affecting the running of the station. The Head of Legal and Democratic Services confirmed that it was not as there were adequate communications available.

The Head of Legal and Democratic Services concluded by referring to the risk log within the health report. He informed Members that the risk of failing to recruit sufficient numbers of Safety Central volunteers had been mitigated as the apprentices would be operating as volunteers as part of their training.

RESOLVED: That

[1] the 2016-17 Quarter 3 Review of IRMP Programmes and Projects be noted.

5 2016-17 QUARTER 3 INTERNAL AUDIT PROGRESS REPORT

Kevin Lloyd (the Auditor), a representative from Mersey Internal Audit Agency was in attendance at the meeting to present the report to Members. He advised Members that the Internal Audit Progress Report, attached as Appendix 1, provided an update on progress against the 2016-17 Internal Audit Plan.

He informed Members that, since the previous meeting of the Committee in November, reviews had been completed concerning treasury management, cash and bank, payroll, the station management framework and on call availability. All areas received a 'significant' assurance level, with the exception of the treasury management review which received a 'high' assurance level.

The Auditor concluded by informing Members of the key recommendations agreed for action within the report and to the overview of output delivery in Appendix B to the Internal Audit Progress Report.

RESOLVED: That

[1] the 2016-17 Quarter 3 Internal Audit Plan Progress Report be noted.

6 ANNUAL BONFIRE PERIOD REPORT 2016

The Arson Reduction and Road Safety Manager introduced the report to Members which presented the preventative and operational activities carried out by the Service and partners during the bonfire period 24th October 2016 to 7th November 2016 inclusive.

He advised Members that there was a continuing downward trend in deliberate fires in Cheshire, with 32% fewer incidents of deliberate secondary fires attended compared to 5 year ago. He referred Members to several areas within the report, providing a brief overview of various matters, e.g. on the recording of incidents, partnership activity, and educational events.

He referred Members to paragraphs within the report containing statistics on service delivery area performance and station performance throughout the period. Five station areas accounted for 82% of all small deliberate fire activity recorded during the period, with a significant increase in activity in Winsford. He highlighted the work undertaken by the Service and partners to act upon this increase. He also asked

Members to note the significance of Runcorn not being included in the top five stations for small deliberate fire activity and that prevention efforts throughout the area had assisted with the decrease in activity.

The Arson Reduction and Road Safety Manager concluded by advising Members of the recommendations arising from activity within the 2016 bonfire period.

The Deputy Chief Fire Officer thanked the Arson Reduction and Road Safety Manager for his work throughout the period.

RESOLVED: That

[1] the report be noted; and

[2] the recommendations in the Annual Bonfire Period Report 2016 be supported.

7 FORWARD WORK PROGRAMME

The forward work programme for 2016-17 was submitted to Members for consideration and they were asked to agree any additional items that they wished to include for future meetings. The Head of Legal and Democratic Services informed Members that an item had been requested at the recent Fire Authority meeting. He intended to add an item to the forward work programme concerned with performance in the Chester areas following the changes at Chester since the go-live at Powey Lane. Members noted this.

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MINUTES OF THE MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE held on Monday, 12 June 2017 at Lecture Theatre - Fire Headquarters, Cheshire at 2.00 pm

PRESENT: Councillors P Booher, E Johnson, D Marren, R Polhill, S Wright and independent (non-elected) members A Ruddy and L Thomson

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies for absence were received from Councillor A Dirir.

C Declarations of Members' Interests

There were no declarations of interest.

D Minutes of the Governance and Constitution Committee

RESOLVED: That

The minutes of the Governance and Constitution Committee held on 8th February be approved as a correct record.

2 DRAFT STATEMENT OF ASSURANCE 2016-17

The Director of Governance and Commissioning introduced the report which provided Members with the opportunity to review an early draft of the Statement of Assurance 2016-17.

He explained that the Fire and rescue national framework for England 2012 included a requirement for fire and rescue authorities to 'provide assurance on financial, governance and operational matters and show how they had due regard to the expectations set out in the integrated risk management plan and the requirement included in the framework'. In order to do so authorities were required to publish an annual statement of assurance.

The Director of Governance and Commissioning explained that the report outlined the process the Authority followed to support the preparation of the Authority's Statement of Assurance which would be submitted to the Fire Authority in September for approval. He drew Members attention to the key improvement areas identified during the process in 2016/17 which included policy management, re-launching the partnership toolkit and delivering the Environmental Strategy.

A Member suggested that the Governance and Constitution Committee receive a further report on the Authority's partnership policy and governance to look at the process in more detail.

The Director of Governance and Commissioning informed Members that one of the key challenges in respect of assurance about operational matters going forward would be the effective delivery of training for firefighters whilst the Sadler Road site was developed. He explained that the Service would need to ensure that it had adequate resilient interim arrangements in place to deliver operational training to minimise the impact and this would need to be monitored and subsequently reported on.

A Member noted that the Service had a risk management framework, business continuity plans and a cross-border working agreement in place and queried if there were any contingency plans currently in place to deal with a pandemic. The Director of Governance and Constitution explained that the Service was currently reviewing its business continuity plans to ensure that any changes to working arrangements as part of the Blue Light Collaboration programme were taken into account. He would liaise with the relevant officers to find out what the current contingency arrangements were and would ensure that information was included in the Statement of Assurance when it was submitted to the Fire Authority in September 2017.

RESOLVED: That

[1] The format and content of the draft Statement of Assurance 2016/17 be noted.

3 NEW MEMBER DECISION-MAKING BODY

The Director of Governance and Commissioning presented the report which provided details of a proposal for a new Member decision-making body and the Committee were asked to determine whether they wished to make a recommendation to the Fire Authority in respect of the proposal.

He informed Members that the introduction of a new service management structure and the creation of the new joint corporate services with Cheshire Constabulary had required officers to review the Service's management responsibilities and reporting arrangements. This had coincided with the development of a range of significant projects/proposals that needed to be delivered. Officers had discussed the possibility of having a small group of Members able to make some decisions and support officers in the delivery of projects and programmes with members of the Brigade Managers' Pay and Performance Committee. As a consequence officers were asked to bring forward a proposal to create an additional Member decision-making body.

The report described the responsibilities of the new decision-making body as well as its name, membership and some ancillary matters.

A Member queried whether some of the terminology used to describe the responsibilities of the body was sufficiently clear. The Chair explained his understanding of the role of the body. The Director of Governance and Constitution reiterated that the body would only be able to take decisions in circumstances where the strategic view of the Fire Authority was known. He gave an example where an important decision was made by the Fire Authority but implementation was facilitated by officers and members of the new body.

RESOLVED: The Committee recommend to the Fire Authority that:

- [1] a new decision-making body be created;**
- [2] the body be named Estates and Property Committee with the following responsibilities:**
 - Ensuring that the Fire Authority's property management arrangements are appropriate, providing guidance to officers as necessary;**
 - Providing guidance to officers and the Fire Authority in relation to property transactions;**
 - Providing guidance to officers and the Fire Authority in relation to the sharing of its sites/premises with third parties;**
 - Assisting in the co-ordination of and agreeing the prioritisation of property-related projects/programmes;**
 - Assisting in the co-ordination of and agreeing the prioritisation of environmental projects/programmes and supporting officers and the Fire Authority in the delivery of matters that further the Authority's Environmental Strategy;**
 - Engaging in key procurement issues as necessary;**
 - Overseeing the arrangements for Safety Central.**
- [3] the membership of the Committee comprise of 7 Members (including 4 Lead Members and the Procurement and Environment Member Champions plus one other Member) and 1 independent (non- elected) member; and**
- [4] the Members Allowance Scheme be amended so that the role of Chair of the Committee be allocated a special responsibility allowance in line with that payable to the Chair of Governance and Constitution (currently £1579.45).**

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE : 12TH JUNE 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: NEW MEMBER DECISION-MAKING BODY

Purpose of Report

1. To allow Members to consider a proposal for a new Member decision-making body.

Recommended that Members:

- [1] Determine whether they wish to recommend to the Fire Authority that it creates an additional Member decision-making body:
- [2] Agree the name, membership and responsibilities of the additional Member decision-making body: and
- [3] Decide on the allowance payable to the Chair of the additional Member decision-making body.

Background

2. The introduction of a new service management structure and creation of the new joint corporate services with Cheshire Constabulary has required officers to review the Service's management responsibilities and reporting arrangements. This has coincided with the development of a range of significant projects/programmes that will need to be delivered, e.g. the Training Centre. Officers believe that there would be a benefit from having a smaller group of Members able to make some decisions and support officers in the delivery of the projects/programmes. Some additional issues could also be included in the remit of a body formed to fulfil this primary role.
3. A discussion took place between officers and a number of Members from the Brigade Managers' Pay and Performance Committee. As a consequence, officers were asked to bring forward a proposal to create an additional Member decision-making body.

Information

What would the new Member decision-making body be concerned with?

4. Paragraphs 5-11 below provide examples of the sort of issues that led to the discussion about introducing a new Member decision-making body. The paragraphs are in no particular order of importance.
5. The Authority's properties are beginning to show their age and there is a backlog of work. The fire stations no longer reflect the image of a modern fire and rescue service; a situation which is emphasised now that we have new fire stations. A programme of refurbishment and improvement is needed. This programme needs to be fully costed, prioritised, procured and then delivered over a period of time. Members should engage with officers about aspects of this process.
6. The Authority is continuing to work closely with police colleagues to identify opportunities for site/premises sharing. It is expected that this could lead to the creation of approximately ten shared sites. There may also be further opportunities to share sites with North West Ambulance Service. Members should be fully appraised of the proposals, especially if they may have any impact locally.
7. The Authority is also involved in a range of potential projects (with both public and private sector organisations) at its key fire station sites, some or all of which will include property transactions/broader contractual arrangements. Whilst the Authority is clearly required to set the direction/strategy the involvement of Members in some of the detail could be necessary and helpful.
8. The Training Centre project is significant and relatively complex, involving not only a build project, but also the securing of suitable arrangements to continue to deliver training away from Sadler Road during the project. The budget is likely to come under some pressure and Members could provide objective input when priorities are considered. They can also help to engage in the programme in a way that would not be expected at the Performance and Overview Committee.
9. The Authority's Environmental Strategy currently has no obvious 'home': the Environment Board was ended some time ago. The involvement of Members will help provide fresh impetus to the Authority's environmental work.
10. The Authority's procurement activity is likely to be one area of focus for the new inspectorate at a time when there is a push for increased collaborative buying. The Authority will be committing to significant expenditure, which can no longer be funded from reserves (it will need to

borrow) and it will be more important than ever that it makes good procurement choices and follows best procurement practise. Member involvement can help to provide additional governance.

11. The Authority will, shortly, see the commencement of the operation of Safety Central. Members were always expected to retain an interest in the running of the safety centre and this body could fulfil this role.
12. The following is a suggested set of words to describe the responsibilities (associated with the issues captured in the preceding paragraphs) that would need to be incorporated into the Authority's Constitution:

The [body] will be responsible for:

Ensuring that the Fire Authority's property management arrangements are appropriate, providing guidance to officers as necessary.

Providing guidance to officers and the Fire Authority in relation to property transactions.

Providing guidance to officers and the Fire Authority in relation to the sharing of its sites/premises with third parties.

Assisting in the co-ordination of and agreeing the prioritisation of property-related projects/programmes.

Assisting in the co-ordination of and agreeing the prioritisation of environmental projects/programmes and supporting officers and the Fire Authority in the delivery of matters that further the Authority's Environmental Strategy.

Engaging in key procurement issues as necessary.

Overseeing the arrangements for Safety Central.

13. Progress on the delivery of projects/programmes would continue to be monitored by the Performance and Overview Committee.

What should the new Member decision-making body be called?

14. Whilst this should not be a significant issue, there has been some difficulty finding a name that Members appeared to favour and which encapsulates the responsibilities listed above. Officers have concluded that Assets Committee or Assets Board might be appropriate options given that much of the body's responsibilities are concerned with property assets. However, it is acknowledged that the body has a broader remit than just assets.

Who should sit on the new Member decision-making body?

15. Members have suggested the following:

The four Lead Members representing each of the unitary authorities, plus three other Members one of whom should be Chair.

Officers have suggested that it would be beneficial to ensure that the appointments include the Member Champions for the Environment and Procurement and an independent (non-elected) member is also invited to attend.

When will meetings be held?

16. It is proposed that the Committee will meet as and when required to allow for greater flexibility. The ability to meet at relatively short notice will be particularly useful when dealing with procurement issues and property transactions.

Financial Implications

17. The cost of an additional Member decision-making body will depend upon which Member is appointed to the role of Chair and whether any other special responsibility allowance is already payable to that Member. Members have suggested that the allowance for the Chair should be the same as that payable to the Chair of Governance and Constitution Committee (currently £1579.43). Additional costs will be met by the existing budget allocation for Members allowances.

Legal Implications

18. There are none.

Equality and Diversity Implications

19. There are none.

Environmental Implications

20. There are none.

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

BACKGROUND PAPERS: NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 21ST JUNE 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

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

Purpose of Report

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

Note:

This report has been prepared on the basis that Members agree to the creation of a new decision-making body with seven Members appointed to it.

Appendix 2B contains information about the political proportionality rules and allocation of seats on committees etc. The approach to the allocation of seats assumes that the Chairs of the Fire Authority and committees will be from the Labour Group.

Appendix 2C contains details of appointments required to committees, boards and groups. Appendix 3 shows the required appointments to outside bodies. Appendix 4 contains information about Member Champions.

It is anticipated that Appendices 2C, 3 and 4 will be re-circulated complete with details of proposed appointees following discussions with the political Group Leaders. It is hoped that this will take place in advance of the meeting.

Recommended:

Members are asked to:

- [1] Confirm the responsibilities of the Fire Authority set out in Appendix 1;**
- [2] Agree the responsibilities of Committees, Boards and Groups set out in Appendix 2A (with the addition of the new Member decision-making body);**
- [3] Note the political proportions on the Fire Authority set out in paragraph 3;**
- [4] Agree the approach to the allocation of seats explained in paragraphs 5 and 6 and Appendix 2B;**
- [5] Agree the appointments required as set out in Appendix 2C;**
- [6] Agree the appointment of independent members (to act in an advisory capacity) as set out in paragraphs 11 and 12 of the report and shown in Appendix 2C;**
- [7] Agree the appointments to outside bodies set out in Appendix 3;**
- [8] Agree the appointments of Member Champions set out in Appendix 4; and**
- [9] Agree the continuation of the Member/officer buddy arrangements.**

a) RESPONSIBILITIES OF THE FIRE AUTHORITY

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

b) RESPONSIBILITIES OF COMMITTEES, BOARDS ETC.

- 3. Appendix 2A contains details of the responsibilities of the respective committees etc. The respective responsibilities for plans, strategies and policies attributed to the Fire Authority are contained in the list that has been updated to reflect the removal of Policy Committee from the Authority's meeting structure.

c) POLITICAL PROPORTIONS ON THE FIRE AUTHORITY

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

Political Group	Seats	Percentage
Conservative	8	34.78
Labour	13	56.52
Democratic	2	8.70
Total	23	100

5. The Democratic Group is formed by Councillors Biggin and Mahon. The Leader of the Democratic Group is Councillor Biggin.

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

6. The Local Government (Committees and Political Groups) Regulations 1990 and Local Government and Housing Act 1989 make provision for the handling of political group representation on the Fire Authority's committees. For the sake of simplicity the term 'political proportionality rules' has been used.

7. The political proportionality rules are not straight-forward. They involve the application of certain principles '...so far as reasonably practicable...' in allocating seats to political groups. These principles are set out below:

- a) that not all the seats on the body are allocated to the same political group;
- b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;
- c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and
- d) subject to paragraphs (a) to (c) above, that the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

e) APPOINTMENT OF MEMBERS TO AVAILABLE SEATS ON COMMITTEES ETC.

8. Members are asked to note the information above and in Appendix 2B when considering the appointments required in Appendix 2C and the allocations of seats.
9. Not all of the Authority's bodies are caught by the political proportionality rules. For example, the Member Training and Development Group is not.
10. Some other bodies exist where there is no requirement for appointments to be made at the annual meeting, e.g. Closure of Accounts Committee and Staffing Committee.

f) APPOINTMENT OF INDEPENDENT MEMBERS

11. Last year there were two independent members on Governance and Constitution Committee and one independent member on the Performance and Overview Committee and the Member Training and Development Group. They fulfil an advisory role.
12. The independent members have agreed to continue in the roles indicated:

Governance and Constitution Committee:

A Ruddy, L Thomson

Performance and Overview Committee:

A Ruddy

Member Training and Development Group:

L Thomson

13. They have indicated that one of them will endeavour to attend the new Member decision-making body. Details appear in Appendix 2C.

g) OUTSIDE BODIES

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

h) MEMBER CHAMPIONS

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

i) MEMBER/OFFICER BUDDY ARRANGEMENTS

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

Financial Implications

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

Legal Implications

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

Equality & Diversity Implications

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

Environmental Implications

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

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BACKGROUND PAPERS: NONE

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FIRE AUTHORITY

RESPONSIBILITIES

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

- 3.18 Approves Annual Report.
- 3.19 Considers External Audit Findings and Value For Money Conclusion report (including approval of Audit Arrangements and Fees).
- 3.20 Approves the Constitution and any amendments to it.
- 3.21 Acts as duty holder for matters relating to Health and Safety.
- 3.22 Takes the leading role in respect of risk management (with the support of the Risk Management Board).

IF IN DOUBT TREAT THE MATTER AS 'KEY/SIGNIFICANT' AND REPORT THE MATTER TO THE FIRE AUTHORITY.

A LIST OF KEY PLANS, STRATEGIES AND POLICIES THAT ARE THE RESPONSIBILITY OF THE AUTHORITY IS HELD BY THE DIRECTOR OF GOVERNANCE AND COMMISSIONING.

List of Plans, Strategies and Policies associated with Members' Decision Making Bodies

Fire Authority	
Key Plans	Integrated Risk Management Plan
	Medium Term Financial Plan
	External Audit Plan
	Crisis Management Plan
Key Strategies:	Five Year Strategy
	Member Development Strategy (and Programme)
	Treasury Management Strategy
Key Policies:	Heritage Policy
	Unwanted Fire Signals Policy
Significant Plans:	
Significant Strategies:	Asset Management Strategy
	Children and Young People Strategy
	CFP Business Liaison Strategy
	Consultation and Engagement Strategy
	Corporate Communications Strategy
	Corporate Equalities and Inclusion Strategy
	Internal Audit Strategy
	Risk Management Strategy
Significant Policies:	Adult Safeguarding Policy
	Health and Safety Management Policy
	ICT and Information Security Policy
	Partnership Policy
	Pay and Recognition Policy
	Pension Abatement and Re-employment Policy
	Re-organisation and Redeployment Policy
	Retirement Policy
	Sprinkler Policy

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PERFORMANCE AND OVERVIEW COMMITTEE

RESPONSIBILITIES

The Performance and Overview Committee:

- 3.23 Assists the Authority in the development, review and monitoring of plans (e.g. Integrated Risk Management Plan), strategies and policies (e.g. Health and Safety Management Policy, receiving the Annual Health and Safety report), making recommendations and offering advice, as appropriate.
- 3.24 Monitors performance (financial and non-financial) with a view to securing efficiency, effectiveness and value for money, making recommendations and offering advice, as appropriate.
- 3.25 Reviews the implementation of decisions by the Authority, making recommendations and offering advice, as appropriate.
- 3.26 Monitors delivery of the Authority's programmes and projects, making recommendations and offering advice, as appropriate.
- 3.27 Monitors progress against the internal audit plan and recommendations from internal audits, making recommendations and offering advice, as appropriate.
- 3.28 Monitors arrangements with third parties, e.g. partners and contractors, making recommendations and offering advice, as appropriate.
- 3.29 Refers matters to the Authority for consideration/determination when it believes that matters should be brought to its/their attention.
- 3.30 Act as Closure of Accounts Committee.
- 3.31 In order to fulfil these responsibilities the Committee may establish task and finish groups if specific issues require in-depth examination.
- 3.32 The Committee may request officers and/or Members to attend a meeting to provide information and answer questions about a matter that is before the Committee.

GOVERNANCE AND CONSTITUTION COMMITTEE

RESPONSIBILITIES

The Governance and Constitution Committee:

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

- 3.53 Considers matters referred by Performance and Overview Committee.
- 3.54 Settles the strategy for audit arrangements and carry out high level monitoring of the effectiveness of those arrangements.
- 3.55 Determines the Authority's approach to the transparency agenda and monitor compliance with information-related legislative requirements.

JOINT CONSULTATIVE COMMITTEE (JCC)

RESPONSIBILITIES

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

BRIGADE MANAGERS' PAY & PERFORMANCE COMMITTEE

RESPONSIBILITIES

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

STAFFING COMMITTEE

RESPONSIBILITIES

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

RESPONSIBILITIES OF BUSINESS CONTINUITY COMMITTEE FUNCTIONS

- 3.66 To introduce, monitor and review contingency planning arrangements in the event of disruptions to the delivery of the service.
- 3.67 To provide guidance on issues arising in relation to business continuity events.

MEMBER TRAINING AND DEVELOPMENT GROUP

RESPONSIBILITIES

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

RISK MANAGEMENT BOARD

RESPONSIBILITIES

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

PHOENIX BOXING CLUB BOARD

RESPONSIBILITIES

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

HEALTHY HEART RUNCORN TRAINING GYM BOARD

RESPONSIBILITIES

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

UNITARY PERFORMANCE MANAGEMENT GROUPS

RESPONSIBILITIES

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

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

RESPONSIBILITIES

- 3.83 The Pension Board will assist the Scheme Manager (the Fire Authority) to:
- (a) Secure compliance with:-
 - (i) The Firefighters' Pension Scheme (England) Regulations 2014 – which create the Firefighters' Pension Scheme 2015 (the 2015 Scheme)
 - (ii) Any other legislation relating to the governance and administration of the 2015 Scheme and any connected scheme, and
 - (iii) Any requirements imposed by the Pensions Regulator in relation to the 2015 Scheme and any connected scheme; and
 - (b) Ensure the effective and efficient governance and administration of the 2015 Scheme and any connected scheme.

Political Proportionality Rules and Calculations

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

Group	Seats on Fire Authority	Percentage of Seats on Fire Authority (%)
Conservative	8	34.78
Labour	13	56.52
Democratic	2	8.70
Total	23	100.00

2. The Principles in Section 15 of the Local Government and Housing Act 1989 concerned with the 'duty to allocate seats to political groups' that need to be followed as far as reasonably practicable are:
 - (a) that not all the seats on the body are allocated to the same political group;
 - (b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;
 - (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority; and
 - (d) subject to paragraphs (a) to (c) above, that the number of the seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.
3. We can ignore Principle (a) as no calculations below contravene that Principle.

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

PRINCIPLE (b) MAJORITY OF SEATS INITIALLY ALLOCATED TO THE MAJORITY GROUP BALANCE OF SEATS ALLOCATED TO OTHER GROUPS USING WHOLE NUMBERS AND THEN TO HIGHEST PART OF A WHOLE							
		No of seats allocated on New Decision-Making Body (7 Seats)	No of seats allocated on Performance and Overview Committee (7 Seats)	No of seats allocated on Pay and Performance Committee (7 Seats)	No of seats allocated on Governance and Constitution Committee (6 Seats)	No of seats allocated on Joint Consultative Committee (4 Seats)	Total no of seats allocated
Conservative	%	34.78	34.78	34.78	34.78	34.78	9
	Calc	2.43	2.43	2.43	2.09	1.39	
	Rounded	2	2	2	2	1	
Labour	Majority of seats on each body	4	4	4	4	3	19
Democratic	%	8.70	8.70	8.70	8.70	8.70	3
	Calc	0.61	0.61	0.61	0.52	0.35	
	Rounded	1	1	1	0	0	
Totals		7	7	7	6	4	31

5. The table below shows the allocation taking into account the total number of available seats set against the political proportions on the Fire Authority. It is these figures which the allocations should seek to achieve. This complies with Principle (c).

PRINCIPLE (c) THIS SIMPLY SHOWS THE OVERALL NUMBER OF SEATS ALLOCATED USING THE OVERALL POLITICAL PROPORTIONS ON THE FIRE AUTHORITY			
Political Group	%	Calculation – Proportion of 31 Seats	Total
Conservative	34.78	10.78	11
Labour	56.52	17.52	17
Democratic	8.70	2.70	3
Totals	100	31	31

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

<p>PRINCIPLE (d)</p> <p>SEATS ALLOCATED ON THE INDIVIDUAL BODIES WHERE POLITICAL PROPORTIONALITY RULES APPLY</p> <p>APPLY ROUNDING UP TO FIGURES 0.5 AND OVER AND ROUNDING DOWN IF BELOW 0.5</p>							
		No of seats allocated on New Decision-Making Body (7 Seats)	No of seats allocated on Performance and Overview Committee (7 Seats)	No of seats allocated on Pay and Performance Committee (7 Seats)	No of seats allocated on Governance and Constitution Committee (6 Seats)	No of seats allocated on Joint Consultative Committee (4 Seats)	Total no of seats allocated
Conservative	%	34.78	34.78	34.78	34.78	34.78	9
	Calc	2.43	2.43	2.43	2.09	1.39	
	Rounded	2	2	2	2	1	
Labour	%	56.52	56.52	56.52	56.52	56.52	17
	Calc	3.96	3.96	3.96	3.39	2.26	
	Rounded	4	4	4	3	2	
Democratic	%	8.70	8.70	8.70	8.70	8.70	4
	Calc	0.61	0.61	0.61	0.52	0.35	
	Rounded	1	1	1	1	0	
Totals		7	7	7	6	3	30

7. In order to achieve, as far as reasonably practicable the Principles in Section 15, it is necessary to look closely at the table set out in paragraph 6 – Principle (d).

This method results in 30 seats being allocated out of 31 (one seat on the Joint Consultative Committee has not been allocated).

This does not, on the face of it, achieve Principle (b) – to provide the majority of seats to the majority group on all bodies (i.e. bodies with an even number of seats could see the Labour Group with only half of the seats). However, provided that the Labour Group has the Chairs of those bodies, it will effectively have a majority as it will have the Chair's casting vote.

Nor does it achieve Principle (c) – as the Democratic Group has 4 seats and the Conservative Group has 9 seats. However, provided that the Democratic Group gives up one seat and the Conservative Group takes it and is allowed the unallocated seat on the Joint Consultative Committee, the allocations accord with Principle (c) as far as is reasonably practicable.

8. The table below shows the requirements explained in paragraph 7. Sometimes this is referred to as ‘trueing up’.

Political Group	Number of Seats		‘True Up’
	Allocations per Body (Principle (d))	Allocations per Overall (Principle (c))	
Conservative	9	11	Take 1 seat from Democratic Group and allocated a further seat on the Joint Consultative Committee
Labour	17	17	Same
Democratic	4	3	Give up 1 seat to the Conservative Group
Total	30	31	

9. This means that the groups have the following number of seats overall on the bodies caught by the political proportionality rules.

Conservative	11
Labour	17
Democratic	3

APPOINTMENTS TO COMMITTEES, BOARDS AND GROUPS FOR 2017-18

BODIES COVERED BY POLITICAL PROPORTIONALITY RULES

PERFORMANCE AND OVERVIEW COMMITTEE – 7 Members and 1 independent member

Chair:

Deputy Chair:

CONSERVATIVE	LABOUR	DEMOCRATIC	independent member
			A Ruddy

Substitute Members for Performance and Overview Committee

CONSERVATIVE	LABOUR

GOVERNANCE AND CONSTITUTION COMMITTEE – 6 Members and 2 independent members

Chair: (Labour Member*)

Deputy Chair:

CONSERVATIVE	LABOUR	DEMOCRATIC	independent member
			A Ruddy
			L Thomson

Substitute Members for Governance and Constitution Committee

CONSERVATIVE	LABOUR	DEMOCRATIC

BRIGADE MANAGER'S PAY AND PERFORMANCE COMMITTEE – 7 Members

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

Chair:

Deputy Chair:

CONSERVATIVE	LABOUR	DEMOCRATIC

Substitute Members for Brigade Manager's Pay & Performance Committee

CONSERVATIVE	LABOUR	DEMOCRATIC

NEW MEMBER DECISION-MAKING BODY– 7 Members

Chair:

Deputy Chair:

CONSERVATIVE	LABOUR	DEMOCRATIC	independent member
			A Ruddy OR
			L Thomson

Substitute Members for new Member Decision-Making Body

CONSERVATIVE	LABOUR	DEMOCRATIC

Note: Appointments to this body should include the four Lead Members and the Procurement and Environment Member Champions.

JOINT CONSULTATIVE COMMITTEE – 4 Members

Chair: Labour Member*

Deputy Chair:

CONSERVATIVE	LABOUR

Substitute Members for Joint Consultative Committee

CONSERVATIVE	LABOUR

* A Labour Chair is indicated on committees with an even number of seats to ensure that the Labour Group is able to have the casting vote. The alternative would be to increase seat numbers.

BODIES NOT COVERED BY POLITICAL PROPORTIONALITY RULES

MEMBER TRAINING AND DEVELOPMENT GROUP – 4 Members and 1 Independent Member

Chair:

CONSERVATIVE	LABOUR	DEMOCRATIC	independent members
			L Thomson

RISK MANAGEMENT BOARD – 2 Members

CONSERVATIVE	LABOUR	DEMOCRATIC

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

Members	Substitute Members

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

Member

PENSION BOARD – 1 Member

Member
Member Champion for Pensions

BODIES WHERE NO APPOINTMENTS ARE REQUIRED

CLOSURE OF ACCOUNTS COMMITTEE

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

STAFFING COMMITTEE – 4 Members

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

BUSINESS CONTINUITY COMMITTEE

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

UNITARY PERFORMANCE MANAGEMENT GROUPS

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

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OUTSIDE BODIES – INFORMATION

REGIONAL APPOINTMENTS – NORTH WEST

(A) NORTH WEST FIRE FORUM

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

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

Members
Chair of Fire Authority
Deputy Chair of the Fire Authority
Leader of Main Opposition

(B) NW FIRE CONTROL LTD – BOARD OF DIRECTORS

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

NB: 2 representatives only - Chair + 1

Members
Chair of the Fire Authority

REGIONAL APPOINTMENTS – OTHER

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

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

Member
Chair of Fire Authority

(D) SAFER CHESHIRE EAST PARTNERSHIP

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

NOTE: There is currently a large scale sub-regional review taking place on Community Safety Partnerships and Cheshire East are also reviewing the arrangements for the Safer Cheshire East Partnership.

Member

(E) SUB-REGIONAL PUBLIC LEADERSHIP BOARD

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

Member
Chair of the Fire Authority

MEMBER CHAMPION ROLES

Equality and Diversity Sits on Equality Task Group (Note : 2 appointments were made to this position in 2016/17)	
Health and Safety Sits on Health and Safety Committee	
Information and ICT	
Environment	
Procurement	
Finance (Note : 2 appointments were made to this position in 2016/17)	
Older People	
Young People	
Performance Management	
Commercial/Business Risk Reduction	
Industrial Relations (JCC Chair)	
Road Safety	
Pensions (Pension Board Chair)	
Sprinklers	

Note: A review of the effectiveness of the current Member Champion roles will be undertaken by the Member Training and Development Group and will commence in September 2017.

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TIMETABLE OF MEETINGS FOR THE MUNICIPAL YEAR 2017/18

Cheshire Fire Authority Wednesdays - 10.30am	Governance and Constitution Committee Wednesdays - 10.00am	Performance and Overview Committee Wednesdays - 10.00am
21 June 2017 (annual meeting) (Q4 – EOY Reports)	5 July 2017	28 June 2017 (Q4 EOY Reports)
20 September 2017 (sign-off – final accounts and Annual report) (IRMP Consultation)		6 September 2017 (Q1 Performance Reports)
6 December 2017 (Consider outline budget)	8 November 2017	22 November 2017 (Q2 Mid-Year Performance Reports)
14 February 2018 (Approve final budget and IRMP sign-off)	31 January 2018	28 Feb 2018 (Q3 Performance Reports)
25 April 2018	11 April 2018	

ADDITIONAL MEMBER MEETINGS

Members Planning Days: Friday 14 July 2017
Friday 8 September 2017
Friday 10 November 2017
Friday 12 January 2018

Closure of Accounts: (pm) Wednesday 28 June 2017

Risk Management Board: 10am – 12pm: Tuesday 17 October 2017
Tuesday 13 March 2018

Member Training and Development Group: 10am – 12pm: Thursday 6 July 2017
Thursday 5 October 2017
Thursday 14 December 2017
Thursday 22 March 2018

Brigade Manager's Pay & Performance Committee: Wednesday 1 November 2017
Wednesday 10 January 2018
Wednesday 28 March 2018

CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 21ST JUNE 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: END OF YEAR FINANCIAL REPORT 2016-17

Purpose of report

1. To present the 2016-17 year end review of the Authority's financial position.

Recommended: That

- [1] Members note the 2016-17 year end position.

Background

2. On 10 February, 2016 the Authority approved the 2016/17 revenue budget of £42.03m together with a capital programme of £2.62m. Budget monitoring reports have been presented to the Performance and Overview Committee on a quarterly basis focussing on the forecast outturn position and revisions to the overall budget in response to changes in year.

Information

Revenue Budget

3. From the first to third quarter reviews, the overall forecast revenue underspend was £0.816m. At the end of the fourth quarter there is was a further £1.52m underspend, resulting in an overall £2.34m underspend for the year.
4. Appendix 1 to this report shows the year end financial position compared to the budget as revised at the Performance and Overview Committee on 1 March 2017. Appendix 1a to this report is a more detailed analysis for Members' information.
5. The key areas of underspend arise from Service Delivery, Central Contingencies and Provisions.
6. For Service Delivery the main reasons for this are lower than anticipated pay costs partly offset by the costs of a pilot on-call support officer and payments relating to the On-Call Attendance Reward Scheme (OCARS).

7. The approved 2016/17 budget included a contingency to cover any unforeseen operational costs together with any impact of changes to forecast inflation; neither of which materialised during 2016/17.
8. Finally, the Authority receives part of its funding from business rates collected by the four local authorities. A provision was created within the budget to cover any in-year fluctuations between the forecast funding and the actual amounts received. Only £2k of this was required in year leaving an underspend of £248k.
9. Within the approved budget are two contributions to reserves - £1m towards supporting the capital programme delivery and £1.1m for the delivery of the IRMP. At three quarter year review a further £0.8m was added to the capital programme funding as reported to the Performance and Overview Committee on 1 March 2017. The underspend reported at outturn of £1.5m will be returned to General Reserve. Within the year, £83k was spent from the service specific earmarked reserves.

Capital Programme

10. The year end position of the capital programme (which covers on-going projects approved from 2011-12 onwards) is contained in Appendix 2 to this report and shows an overspend of £226k against a total programme of £22.9m, just under 1% variance.
11. Most of the programme is within budget or forecast to be underspent upon completion with the exception of the Emergency Response Programme (ERP). This shows an overspend of £796k against an overall budget of £17.4m; a 4.6% variance. Updates on the progress of the ERP have been provided throughout the year and have been discussed with Members in detail at the Members Planning Day in January 2017. The key reasons for the overspend are minor re-measurements; unforeseen costs such as security and unforeseen ground condition works; and increased costs of fitting out the new Safety Centre at Lymm. However, the overall package remains just within the contingency (£871k) agreed by Members in December 2015.
12. The remaining capital programme is either complete or progressing well with the exception of the server replacements which are now being delivered as part of the overall Bluelight Collaboration Programme through the creation of a new improved data centre.

Reserves

13. At the start of 2016/17 the Authority held £36.7m in reserves comprising of £18.7m in support of the IRMP; £3.4m capital; £7.2m revenue and £7.4m general reserves. The following table shows the breakdown of these reserves and the net changes in year.

Reserves	Balance 31 Mar 16 £000	Changes in year £000	Balance 31 Mar 17 £000
IRMP related	(18,680)	8,464	(10,216)
Capital receipts	(311)	(29)	(340)
Capital Grants unapplied	(2,576)	2,576	0
Capital Reserves	(534)	(1,603)	(2,137)
Resource Centre Managers	(6,338)	(236)	(6,574)
Community Risk Reduction	(506)	65	(441)
UPG	(358)	(14)	(372)
Total earmarked reserves	(29,303)	9,223	(20,080)
General Reserve ¹	(7,408)	941	(6,467)
Total usable reserves	(36,711)	10,164	(26,547)

Note ¹ - this excludes the provisional year end underspend of £1.5m which is subject to audit.

14. During 2016/17 a net £10.2m of the reserves were utilised to fund the capital programme including the building of the new fire stations. The remaining £20.1m is earmarked to complete the ERP programme and support the IRMP and Medium Term Financial Plan. General reserves currently stand at £6.5m which is just over 15% of the Authority's net budget. During 2017-18 officers intend to review the Reserve Strategy and present their findings to Members.

Financial implications

15. This report considers financial matters.

Legal Implications

16. There are no legal implications arising from the report.

Equality and diversity implications

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

Environmental implications

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

BACKGROUND PAPERS: NONE

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Cheshire Fire Authority Revenue Budget Outturn 2016/17

Department	Original Budget £000	Qtr 1 £000	Qtr 2 £000	Qtr 3 £000	Revised Budget £000	Outturn £000	Variance £000	Notes
Firefighting & rescue services								
Service Delivery	20,781	0	(349)	(346)	20,086	19,388	(698)	Under establishment & savings on pensions
Operational Policy & Assurance	3,771	83	27	(21)	3,860	3,855	(5)	Delay in operational equipment purchases
Protection	1,815	(70)	(111)	(64)	1,570	1,547	(23)	Lower fire safety costs and vacancies
Prevention								
Community Safety	1,968	(14)	(48)	(137)	1,769	1,712	(57)	Additional income & lower TYST spend
Public Services Transformation	0	0	0	0	0	(6)	(6)	
Safety Centre	208	(30)	(9)	0	169	168	(1)	
Support Services								
Executive Management	737	(102)	(1)	(29)	605	593	(12)	Recharge of costs to CFOA
Property Management	1,495	0	414	348	2,257	2,218	(39)	Lower estates costs & minor project delays
Finance	475	0	(41)	(9)	425	414	(11)	Vacancies held
ICT	1,603	0	(97)	(36)	1,470	1,405	(65)	Data circuits at new stations not installed in year
Legal & Democratic Services	528	0	9	(22)	515	510	(5)	
People & Development	1,420	9	(47)	(5)	1,377	1,344	(33)	Short-term vacancies whilst recruitment ongoing
Planning, Performance & Comms	1,345	0	19	(30)	1,334	1,296	(38)	Vacancies & delay in website upgrade
Procurement & Stores	586	0	(3)	2	585	584	(1)	
Fleet Services	1,477	5	7	(9)	1,480	1,439	(41)	Lower fuel, leading and repair costs
Unitary Performance Groups	100	0	0	0	100	100	0	
Finance Resources	3,722	0	39	(148)	3,613	3,129	(484)	Contingencies set-aside not required in year
TOTAL	42,031	(119)	(191)	(506)	41,215	39,696	(1,519)	
Funding								
Council Tax Precept	(25,540)	0	0	0	(25,540)	(25,540)	0	
Collection Fund Surpluses (Council Tax)	(457)	0	0	0	(457)	(457)	0	
Business Rate Retention Scheme	(8,816)	0	0	0	(8,816)	(8,816)	0	
Collection Fund Deficit (Business Rates)	152	0	0	0	152	152	0	
Revenue Support Grant (RSG)	(7,370)	0	0	0	(7,370)	(7,370)	0	
TOTAL	(42,031)	0	0	0	(42,031)	(42,031)	0	
Net Budget / Outturn Variance	0	(119)	(191)	(506)	(816)	(2,335)	(1,519)	

Cheshire Fire Authority Revenue Budget Outturn 2016/17 - Details

Department	Original Net Budget £000	Expenditure			Income			Reserve Movements			Net		
		Revised Budget £000	Outturn £000	Variance £000	Revised Budget £000	Outturn £000	Variance £000	Revised Budget £000	Outturn £000	Variance £000	Revised Budget £000	Outturn £000	Variance £000
Firefighting & rescue services													
Service Delivery	20,781	20,133	19,411	(722)	(1)	(3)	(2)	(46)	(20)	26	20,086	19,388	(698)
Operational Policy & Assurance	3,771	4,333	4,061	(272)	(148)	(160)	(12)	(325)	(46)	279	3,860	3,855	(5)
Protection	1,815	1,600	1,562	(38)	(39)	(44)	(5)	10	29	19	1,571	1,547	(24)
Prevention													
Community Safety	1,968	2,826	2,471	(355)	(853)	(652)	201	(204)	(107)	97	1,769	1,712	(57)
Public Services Transformation	0	149	147	(2)	(29)	(34)	(5)	(121)	(119)	2	(1)	(6)	(5)
Safety Centre	208	149	141	(8)	0	0	0	19	27	8	168	168	0
Support Services													
Executive Management	737	758	754	(4)	(60)	(67)	(7)	(93)	(94)	(1)	605	593	(12)
Property Management	1,495	2,481	2,018	(463)	(341)	(355)	(14)	117	555	438	2,257	2,218	(39)
Finance	475	459	446	(13)	(33)	(32)	1	0	0	0	426	414	(12)
ICT	1,603	1,726	1,748	22	(350)	(435)	(85)	94	92	(2)	1,470	1,405	(65)
Legal & Democratic Services	528	551	543	(8)	0	(1)	(1)	(36)	(32)	4	515	510	(5)
People & Development	1,420	1,714	1,630	(84)	(88)	(103)	(15)	(249)	(183)	66	1,377	1,344	(33)
Planning, Performance & Comms	1,345	1,574	1,535	(39)	(172)	(174)	(2)	(68)	(65)	3	1,334	1,296	(38)
Procurement & Stores	586	506	545	39	(21)	(18)	3	99	57	(42)	584	584	0
Fleet Services	1,477	1,690	1,566	(124)	(94)	(92)	2	(116)	(35)	81	1,480	1,439	(41)
Unitary Performance Groups	100	100	50	(50)	0	37	37	0	13	13	100	100	0
Finance Resources													
Contingencies & Insurance	989	739	522	(217)	0	0	0	157	152	(5)	896	674	(222)
Interest and capital financing costs	544	643	642	(1)	(160)	(162)	(2)	61	63	2	544	543	(1)
Other (incl. reserve contributions)	2,237	504	494	(10)	0	0	0	1,725	1,728	3	2,229	2,222	(7)
Section 31 / Business Rates Grants etc.	(48)	250	2	(248)	(306)	(314)	(8)	0	0	0	(56)	(311)	(255)
TOTAL	42,031	42,885	40,288	(2,597)	(2,695)	(2,609)	86	1,024	2,015	991	41,214	39,695	(1,519)
Funding													
Council Tax Precept	(25,540)										(25,540)	(25,540)	0

Cheshire Fire Authority Revenue Budget Outturn 2016/17 - Details

Collection Fund Surpluses (Council Tax)	(457)
Business Rate Retention Scheme	(8,816)
Collection Fund Deficit (Business Rates)	152
Revenue Support Grant (RSG)	(7,370)
TOTAL	(42,031)

Net Budget / Outturn Variance	0
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(457)	(457)	0
(8,816)	(8,816)	0
152	152	0
(7,370)	(7,370)	0
(42,031)	(42,031)	0

(817)	(2,336)	(1,519)
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Cheshire Fire Authority Capital Outturn 2016/17

Project	Approval Year(s)	Approved Funding £000	Brought Forward £000	2016/17 £000	Total to date £000	Expected Outturn £000	Variance £000	Notes
Emergency Response Programme								
Lymm	2013/14, 2014/15, 2015/16	9,159	1,673	6,963	8,636	9,779	620	Station build programme, Penketh/Powey ahead of schedule.
Penketh	2013/14, 2014/15, 2015/16	3,403	2,198	1,304	3,502	3,525	122	
Powey Lane (M53/M56)	2013/14, 2014/15, 2015/16	3,523	1,916	1,634	3,550	3,585	62	
Alsager	2013/14, 2014/15, 2015/16	1,340	1,322	4	1,326	1,332	(8)	
Sub-total		17,425	7,109	9,905	17,014	18,221	796	
Prior Year Schemes								
ICT Review/Server Replacement	2011/12, 2015/16	400	311	0	311	400	0	Spend delayed due to Bluelight
Hydraulic Platform	2014/15	700	110	491	601	601	(99)	COMPLETE – June 2016
Appliance Replacement	2015/16	840	0	756	756	756	(84)	COMPLETE – March 2017
Hydraulic Platform	2015/16	700	110	491	601	601	(99)	COMPLETE – May 2016
Line Rescue Vehicle	2015/16	50	0	0	0	80	30	Higher spec post review, delayed
Driver Training Vehicle	2015/16	16	0	20	20	20	4	COMPLETE – April 2016
Minibus	2015/16	30	0	23	23	23	(7)	COMPLETE – March 2017
Support Vehicles	2015/16	20	0	22	22	22	2	COMPLETE – June 2016
Sub-total		2,756	531	1,803	2,334	2,503	(253)	
2016/17 Schemes								
Appliance Replacement	2016/17	857	0	339	339	765	(92)	Contract awarded, expected delivery June 2017
One additional new appliance	2016/17	286	0	114	114	255	(31)	
Four wheel drive resilience	2016/17	55	0	51	51	51	(4)	COMPLETE – Nov 2016
One additional 4WD resilience	2016/17	55	0	0	0	0	(55)	No longer required
Two water incident units	2016/17	154	0	0	0	154	0	Order placed, due Sept 2017
One flat bed lorry	2016/17	60	0	31	31	31	(29)	COMPLETE – January 2017
Two Cadet vehicles	2016/17	20	0	0	0	20	0	Delayed, now in 2017/18
Support Vehicles Replacement	2016/17	60	0	20	20	60	0	Partially delivered, complete Jun 17
Replacement Cutting Gear	2016/17	814	0	734	734	734	(80)	COMPLETE – Feb/Mar 2017
Replacement Defibrillators	2016/17	62	0	41	41	41	(21)	COMPLETE – Apr-16
Additional Defibrillators	2016/17	14	0	9	9	9	(5)	
Server Replacement	2016/17	58	0	0	0	58	0	Spend delayed due to Bluelight
Sub-total		2,495	0	1,339	1,339	2,178	(317)	
TOTAL		22,676	7,640	13,047	20,687	22,902	226	

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CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 21ST JUNE 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: TREASURY MANAGEMENT ANNUAL REPORT
2016-17

Purpose of Report

1. To present a review of the Authority's treasury management activities during 2016-17.

Recommended that Members:

- [1] Note the report on treasury management activity for 2016-17.

Background

2. Treasury management is concerned with the Authority's cash flows, banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of the optimum performance consistent with those risks.
3. This annual report provides Members with details of the treasury management activities undertaken in 2016-17. It also considers compliance with the Authority's Treasury Management Practices (TMPs) during the year.
4. This report includes details of:
 - a) the Authority's loans portfolio position at 31 March 2017;
 - b) the Authority's investment portfolio position at 31 March 2017;
 - c) a summary of performance for the year 2016-17;
 - d) the Authority's performance in 2016-17 against the key Prudential Indicators;
5. Members should be aware that all the 2016-17 figures in the report remain subject to audit.

Portfolio Position at 31 March 2017

6. A summary of the Authority's long term borrowing and investments at 31 March 2017 is shown in Table 1, including the equivalent position for 31 March 2016 for reference.

Table 1 – Portfolio Position		
	31 March 2016 £000	31 March 2017 £000
Long Term Borrowing	1,914	1,903
Investments	(22,800)	(18,577)
Net Borrowing / (Investments)	(20,886)	(16,674)

7. Long term borrowing as at 31 March 2016 included PWLB loans totalling £1,892k and a long term balance of £22k due to SALIX, a not for profit organisation which lends to fund carbon reduction schemes. £11k of the balance of this loan was repaid in 2016-17, reducing the outstanding long term balance of this loan at 31 March 2017 to £11k.
8. Investment balances have reduced during 2016-17 due to the significant capital expenditure that has been financed during the year.

Treasury Management Performance 2016-17

Investments

9. The Authority has continued to find it difficult to generate significant levels of investment income in light of continuing low interest rates throughout 2016-17. Investment income in 2016-17 is £162k, reduced from the £224k generated in 2015-16, which reflects both slightly lower interest rates and our lower cash balances during the year as a result of significant capital expenditure most notably in respect of the new station builds.
10. The Authority has continued with a cautious approach to its choice of counterparties. As at 31 March 2017, the Authority's investments are with Lloyds Bank of Scotland, Santander and Goldman Sachs. Other investment counterparties used during 2016-17 are Barclays, Nationwide, Coventry BS and Leeds BS. In addition, the Authority continues to use the Standard Life Liquidity Fund to manage day to day cashflows.
11. There have been no known instances of non compliance with TMPs during the year.

Borrowing

12. There are no plans to borrow funds or to prematurely repay debt during 2017-18, although the Finance Team continues to monitor the position on the premature repayment of debt. The latest cashflow for the Authority show that there is a limited requirement to borrow during the current version of the Medium Term Financial Plan. However, this will be kept under review in conjunction with the Reserves Strategy and any changes to the MTFP and saving proposals.

13. The actual maturity structure for borrowing falls slightly outside the agreed profile, as can be seen in Table 2. However, as the Authority has such relatively low levels of borrowing and currently has such a healthy investment position, this is not considered to be a material risk. In addition, the Authority is not currently securing additional borrowing and cannot therefore easily influence the maturity structure.

Table 2 Maturity Structure of Borrowing				
	Upper Limit	Lower Limit	Actual	Amount
	%	%	%	£000
Under 12 months	25	0	0.5	11
12 months and within 24 months	25	0	0.5	11
24 months and within 5 years	40	0	46	880
5 years and 10 years	60	0	53	1,012
10 years and above	100	5	0	0

Prudential Code

14. Under the Prudential System introduced in April 2004, the Authority must approve Prudential Indicators annually, to reflect the impact of the capital programme on the Authority's financial position. Table 3 below shows performance in 2016-17 against the indicators, which were approved by the Authority in February 2016.

Table 3 Prudential Indicators			
Prudential Indicator	2016-17 Indicator	2016-17 Estimated Performance	Comments
Capital Expenditure	£14,999k	£13,047k	Slippage on ERP schemes and vehicle procurement.
Ratio of financing costs	1.33%	1.15%	Higher than estimated investment income.
Impact on Council Tax	£0.00	£0.00	No revenue impact.
Capital Financing Requirement	£7,646k	£7,646k	
Gross borrowing requirement	£5,693k	£5,695k	
Authorised limit for external debt.	£3,953k	£1,951k	No temporary borrowing required.
Operational boundary for external debt	£1,992k	£1,951k	
Fixed interest rate exposure	100%	100%	
Variable interest rate exposure	40%	0%	
Investment periods	£5m only over 364 days	Nil	No investments in 2016-17 for more than 364 days.

15. The above data shows that the organisation remained within both the authorised limit and operational boundary for external debt. These are limits on the amount of external debt permitted and include both loans and financial leases.
16. Capital expenditure was broadly in line with anticipated spending levels due to the successful completion of new station builds at Penketh and Powey Lane together with Lymm which is also now nearing completion. The associated Safety Centre fit out and a number of operational vehicles currently being procured account for the slippage into 2017-18.

Conclusion

17. Interest rates have remained low throughout the year and are forecast to do so for the upcoming financial year. Opportunities for seeking improved returns will continue to be pursued within the approved confines of the Investment Strategy.
18. Borrowing levels remain sustainable and no new borrowing is forecast in 2017-18.

Financial Implications

19. The report is in its nature financial and the implications are covered in the body of the report.

Legal implications

20. All transactions between the Authority and counterparties are governed by the agreements between the two parties, and overseen by our Treasury Management partner (Warrington Borough Council).

Equality and Diversity and Environmental Implications

21. There are none.

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

BACKGROUND PAPERS : NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 21st JUNE 2017
REPORT OF : DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: JOANNE SMITH

SUBJECT: MEMBER DEVELOPMENT PROGRAMME 2017-18 AND REVIEW OF MEMBER DEVELOPMENT 2016-17

Purpose of Report

- 1 This paper presents the proposed Member Development Programme for 2017/18 for approval (**attached as Appendix 1**).
- 2 The Member Training and Development Group (MTDG) also requested that a report be submitted to the Fire Authority that provided a review of the Service's member development activities over the last year. The review, attached as Appendix 2, includes a summary of the delivery of the Member Development Programme and progress on the development and implementation of the Member Development Strategy 2017-18.

Recommended: That

- [1] the 2017/18 Member Development Programme (Appendix 1) be approved; and
- [2] the review of Member Development activities for 2016-17 (Appendix 2) be noted.

Member Development Programme 2017/18

- 3 The draft 2017/18 Member Development Programme was presented to the MTDG at its meeting on 21st March 2017 and it was recommended that the programme be submitted to the Fire Authority for approval.
- 4 The proposed Member Development Programme covers the generic training and development sessions scheduled for 2017/18. It also incorporates the induction programme for new Members and some core modules that have been identified in Members Personal Development Reviews (PDRs).

- 5 All Members have completed a PDR in 2016/17 and the outcomes of the training needs analysis has been discussed by the MTDG and fed into the annual programme, where appropriate. There were a number of new development needs identified by Members which the MTDG felt were extremely relevant for the wider Fire Authority audience (Home Office Inspections, Social Media and Generic IT skills) and development opportunities based on these needs had been incorporated into the 2017/18 programme.
- 6 Democratic Services would continue to work with People and Development colleagues to develop a programme for delivery of individual training needs based on priority.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

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

Background Documents

None

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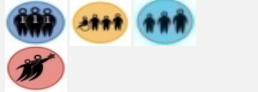



MEMBER TRAINING & DEVELOPMENT PROGRAMME 2017/18























MEMBERS DEVELOPMENT PROGRAMME





2017/2018

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINK TO CORE VALUES
2017					
14 June	Induction Session 1	Core Functions of the Fire Authority Fire Authority Constitution Induction Pack Briefing on CFA Annual meeting	To provide an overview of the roles and responsibilities of the Fire Authority and to brief new Members in preparation for the annual Fire Authority meeting.	For New Members (Existing Member reps to be invited)	  
21 June	Induction Session 2	Welcome and Overview of Cheshire Introduction to the Authority's Corporate Planning Process and Five Year Strategy Tour of HQ	On rise of CFA AGM: To provide an overview of the organisation and the Authority for New Members and set the scene for the first Members Planning Day session.	For New Members (Existing Member reps to be invited)	  
7 July	Induction Session 3	Consultation and Integrated Risk Management Plan Update Overview of Service Delivery and Service Support	To set the scene for the Members Planning Day sessions and provide new Members with some background information on the Authority's structure.	For New Members	  
14 July	Planning Day	IRMP 14 : Progress Update IRMP 15 : Development of proposals and budget considerations	To engage with Members on the development of the future direction of the Service	All Member event	     

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	
8 Sept	Planning Day	IRMP 15: Development of Proposals	To engage with Members on the development of the future direction of the Service	All Member event	
20 Sept	Induction Session 4	Finance & Budget Setting National and Regional Overview	On rise of CFA To provide an overview of the Authority's financial arrangements and requirements and the national and regional structures in relation to Fire.	For New Members & Members who have identified training needs	
Oct-Dec	Core Modules	Equality & Diversity Update	To ensure that Members are kept updated with new legislation and changes to the Equality agenda within the Service.	All Member event	
10 Nov	Planning Day	Budget 2018/19 IRMP15	To engage with Members on the development of the future direction of the Service	All Member event	
November	Visit	Operational Training facilities and Incident Command Suite	To provide an overview of the Service's Training programme and in-house facilities	New Members (all Members to be invited)	
Various dates – to be confirmed	Visit	Attend Service Delivery Exercises and Impact Days – various locations	To raise awareness of the different scenarios which the Fire Service deal with and the measures in place in respect of the Services response to incidents.	All Members will be invited to attend an impact day in their local area	

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	
22 Nov	Induction Session 5	Equality & Diversity Policies and Procedures Risk Management	To provide an overview of E&D within the Fire Service and to ensure that Members are aware of their responsibilities in their new role & provide an overview of the Authority's risk management arrangements	For New Members	   
2018					
12 Jan	Planning Day	Budget 18/19 IRMP15 Consultation Feedback	Financial and Strategic Priorities	All Member event	     
Jan- Apr	Core Module	Health & Safety Environmental Awareness	To ensure that Members are kept updated with new legislation and changes to the H&S and Environmental agenda within the Service	All Member event	  
Jan-Apr	Induction Session 6	Health & Safety Environmental Awareness	To provide an overview of Health & Safety in the Service and to ensure Members are aware of their responsibilities in their new role and gain an understanding of the Service's Environmental agenda	New Members	  
Jan-Apr	Briefings	Roles/Functions of Departments Briefing sessions with assigned Officer buddy/relevant Head of Department Visit to North West Fire Control	To raise Members awareness of the roles and functions of the various departments within the organisation	New Members	   

KEY TO CORE VALUES

Delivering Our Promises		Aiming for Excellence		Promoting Equality and Diversity
Putting Customers First		Developing and Respecting Our People		Working Together

Other Events/Training Sessions available for 2017/18:

Fire Service College Visits: Members who have not yet attended a Fire College visit and Members who have identified FSC day visit on their personal development plans will be invited to the next batch of Fire College weekends. Next series of Fire Service College visits are September 2017.

Road Safety: Think Drive Survive Courses/Driver Engagement Days: These road safety events are scheduled throughout the year and all Members are invited to attend as part of their own training/ development. The dates for 2017/18 courses are available on request and Members are asked to contact Democratic Services if they wish to attend one of the courses.

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

<u>Training/Development from Personal Development Reviews :</u>	<u>Training/Development associated with Committees</u>
<p>To be added to MD programme for 2017/18: Fire Service Reform: Understanding and preparing for the new Inspection regime Communications – Social Media training Generic IT skills – Ipads, access to intranet</p> <p><u>Training/Development associated with Member Champion Roles</u></p> <p>Pensions Board – Role and Responsibilities</p> <p>Note: Democratic Services will liaise directly with individual Members in respect of the delivery of training identified on the Personal Development Plans which will include national and regional training sessions where appropriate</p>	<p>Dates to be arranged as part of the Committee timetable where possible.</p> <p>Governance and Constitution Committee Seminar Corporate Governance issues</p> <p>Performance & Overview Committee Seminar Scrutiny Role</p> <p>Brigade Manager Pay and Performance Committee Briefings Appraisal System – Cheshire Fire Recruitment & Selection Processes (held prior to meetings, as required)</p> <p>Joint Consultative Committee Briefings Role of JCC Trade Union Protocol (held prior to meetings, as required)</p>

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Making Cheshire Safer

Member Training and Development Group Review 2016-17

Version 1.0 – May 2017



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1. FOREWORD

The Fire Authority has continued to maintain the standards that have already been achieved in the delivery of its Member Development activities throughout 2016-17. There have been a number of new Members on the Authority this year and the focus of these activities has been on the induction programme for new Members. The feedback received from Members involved in the induction progress has been positive and the induction sessions have been well received.

The Member Training and Development Group (MTDG) continue to develop, monitor and review Member Development activities and I would like to take this opportunity to thank my fellow Members on the Member Training and Development Group (MTDG) for their continued input and enthusiasm during 2016/17. I would also like to thank all Fire Authority Members for their attendance and contributions to the Authority's Member Development programme throughout 2016/17 and for helping the Authority maintain its 100% completion rate for Members PDRs. Finally a big thank you to all the staff who have supported the programme throughout the year.

This coming year Member development activities will place more of a focus on gaining an understanding of the requirements of the Home Office inspection regime and it is important that Members play an active role in this process.

Councillor Dorothy Flude
Chair, Member Training and Development Group



2. INTRODUCTION

The Authority remains committed to ensuring that all Members have access to and undertake adequate training and development opportunities to better enable them to fulfil their roles as Fire Authority Members. This report provides a review of the Member Development activities that the Authority has undertaken during 2016-17 and the work carried out by the Member Training and Development Group.

The Member Training and Development Group (MTDG) have continued to take a lead role in developing and implementing the Member Development Strategy. The current Member Development Strategy covers the period from 2017 to 2018 and was approved by the Fire Authority in December 2016.

MEMBERSHIP AND ROLE OF THE MEMBER TRAINING AND DEVELOPMENT GROUP

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

Membership for 2016/17

Councillor D Flude (Chair)

Councillor S Parker

Councillor M Simon

Councillor M Tarr

Mrs L Thomson (Independent Non-elected Member)

2.2 Terms of Reference

MEMBERSHIP

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

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

RESPONSIBILITIES

The role of the Member Training & Development Group is:

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

Advise the Fire Authority on developing, monitoring and reviewing the Member Development Strategy and ensuring that the Member Development Programme is developed in line with this strategy and to meet individual member development needs.

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

3. MEMBER TRAINING AND DEVELOPMENT GROUP WORK PROGRAMME 2016/17

- 3.1 The Member Training and Development Group meets on a quarterly basis to carry out its roles and functions in respect of the development, monitoring and evaluation of Member Development activities for Fire Authority Members.
- 3.2 The Group plays a key role in assisting Officers with Member Development activities and key areas of work that the Group have carried out during 2016/17 include:

Development, implementation and quarterly monitoring of the Member Development Strategy 2017-18;
Review of Strategy objectives and evaluating the value of pursuing them;
Development of Member Development Programme for 2017/18;
Quarterly monitoring and evaluation of programme delivery for 2016/17;
Review of future Personal Development Review programme;
Evaluation of Induction Programme and agree programme for 2017/18;
Development of a Member Role Description.

4. MEMBER DEVELOPMENT STRATEGY 2017-18 – IMPLEMENTATION

- 4.1 The Member Training and Development Group developed the Member Development Strategy 2017-18 which was presented to the Fire Authority on 7th December 2016. The Strategy set out the Authority's strategic direction in respect of Member Development for 2017-2018.
- 4.2 The implementation plan for the Strategy will be monitored on a quarterly basis by the MTDG and a copy of the progress plan is attached as an appendix to the report (see Annex 1 attached). A brief outline of the objectives and progress to date is detailed below:

Objective 1 – Identify and prioritise Members Training and Development Needs

Personal Development Review (PDR) interviews have been completed for all Fire Authority Members within the agreed timescales for 2016/17. The outcomes were reported to the MTDG in March and have been fed into the Member Development Programme for 2017/18, where appropriate. The Leadership Development Advisor will be contacting new Members to identify if they have any further development needs following the completion of the induction programme.

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

The current process appears to be working very well. The review programme re-commenced in December 2016 and all PDRs were completed by March

2017. The Learning Development Advisor has made some minor amendments to the forms to ensure they are still fit for purpose.

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

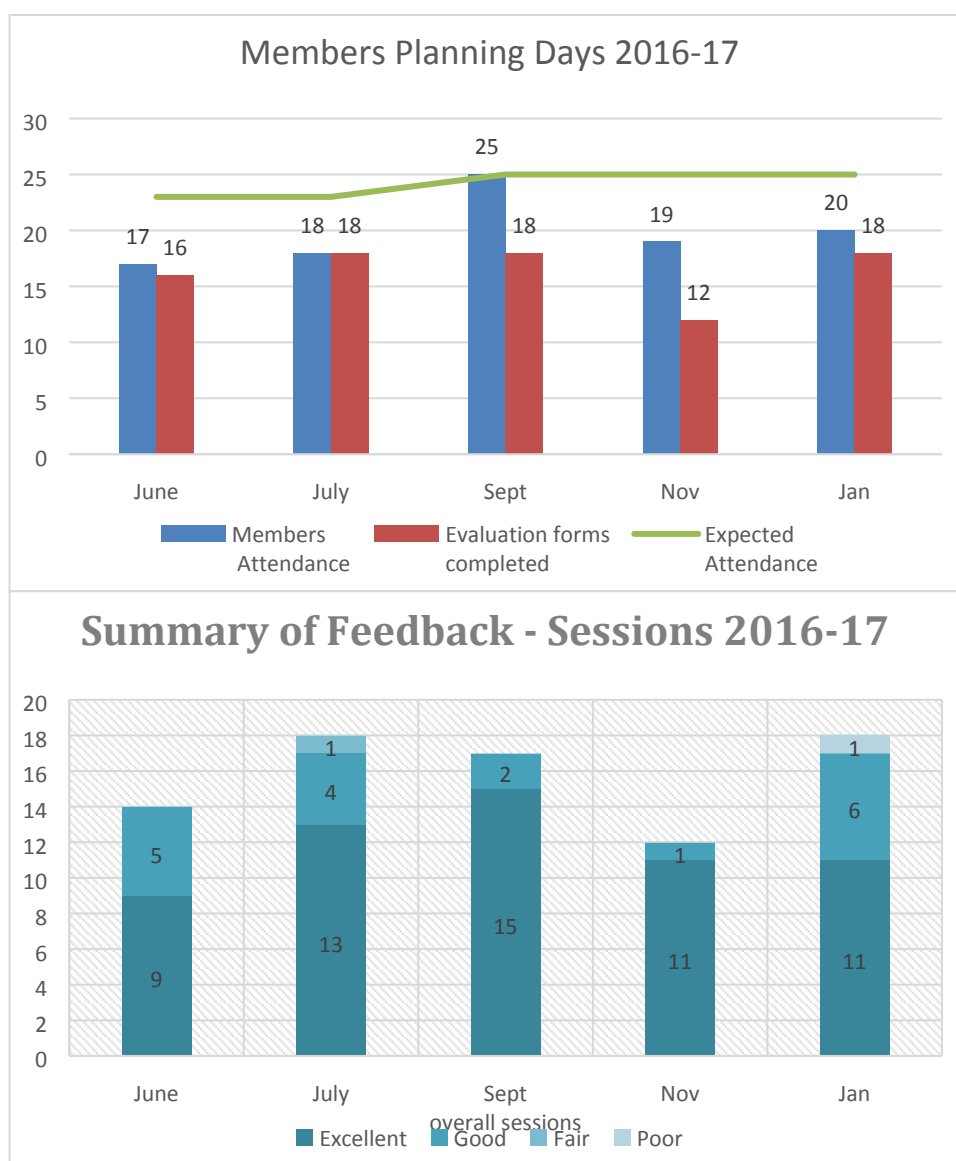
The annual Member Development programme is developed in conjunction with the Member Training and Development Group and the programme covers the generic development sessions scheduled for the coming year. The programme also incorporated some new activities that had been identified through Personal Development Reviews and the MTDG. These activities included understanding and preparing for the Home Office inspection process and communications – appropriate use of social media for PR and engagement with the wider community and generic IT skills.

Members feedback from training events held during 2016/17 has again been very positive. Members continue to attend a wide variety of conferences, seminars, training exercises and events which assist them in improving their knowledge of the wider Fire Service agenda.



Excellent feedback continues to be received in respect of Members Planning Days. These sessions provide Members with a lot of the information they require to assist them in making informed decisions about the Service's future. They also help to enhance Members knowledge on the wide remit of the Service's work and its positive impact on the communities of Cheshire.

All Members together with the Independent (non-elected) members are encouraged to attend the Planning days and also to provide feedback on the sessions to ensure that they remain informative and relevant. A summary of the feedback received is submitted to the Chief Fire Officer and Chief Executive to review and implement changes in consultation with SMT, if required. A summary of attendance and completion of evaluation forms together with a summary of the feedback received is shown below:



Feedback: comments received:

Planning Days Sept/Nov 2016
'Safe & Well Presentation Excellent very informative'
'Just pitched at the right level not too complicated'
'Carefully Chosen topics and material. A crisp presentation'
'All useful info to keep us up to date'

Planning Days June/July 2016
'Very Informative presentations good interactions with the Magnetic Maps'
'Lots of Information which was very useful for a new Member'
'Opportunity to raise questions on the process being undertaken'
'Important update on the Blue Light Collaboration process'

**Suggestions for Member Training:
Planning Days**
'Questions should be limited.
Handouts where information was too small on slides would be useful.'
'Perhaps a session on future Governance - any indication of changes ahead. Maybe something for a future event'

Planning Day – January 2017
'All relevant especially financial implications'
'Useful session with the FBU'
'Informative discussions on Budget, update on new equipment'
'Important info for making decisions at CFA'

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

6 new Members joined the authority in June 2016 and they have all now completed the majority of sessions involved in the induction programme. The 2 new independent (non-elected) Members, who were appointed in June 2016, have also attended a number of the induction sessions held.

New Members PDRs were being revisited in May 2017 to identify any outstanding development needs once the induction programme had been completed and Members were also asked to provide their feedback on the induction process.

Objective 5 – Member Champions

Review current roles and maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit

The MTDG discussed the development of Member Champion roles and training and development opportunities for Member Champions which had been focused on as part of the PDR process. A review of the effectiveness of current Member Champion roles is scheduled to commence in September 2017.

Objective 6 - Continuous Development

The MTDG have requested that a Member Satisfaction Survey be carried out to provide more in-depth feedback on the service provided to Fire Authority Members and inform future development. Work would commence on this following the AGM in June.

Annex 1

Member Development – Implementation Plan

The implementation plan is produced, managed and co-ordinated by the Democratic Services section and will be monitored quarterly by the Member Training and Development Group.

Objective	Key Actions	Responsible Officers	Target Date
1. Identify and prioritise Members Training and Development Needs	1.1 Complete Annual Personal Development Reviews and Development Plans for all Members	People and Development/ Democratic Services	Feb-17: Complete Feb-18
	1.2 Complete an initial Personal Development Review and develop personal development plans for newly elected Members as part of the induction programme	People and Development/ Democratic Services	Jan 17: Complete Jan-18
	1.3 Carry out Training Needs Analysis based on outcomes of PDRs and Members PDPs and develop a programme for delivery of needs based on priorities.	People and Development/ Democratic Services	Mar-17: In Progress Mar-18
2. Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experience Members and new Members	2.1 Carry out a review of the current PDR process to ensure that it remains effective for experienced and new Members.	People and Development/ Democratic Services	Oct 17
3. Provision of an Annual Member Development Programme that is in line with priorities identified and within available resources.	3.1 Develop Annual Member Development Programme which complements the training needs identified	Democratic Services Manager/Member Training and Development Group (MTDG)	June-17 June-18
	3.2 Review the annual programme to ensure that it aligns with any future changes introduced as part of the national Fire Reform Programme	Democratic Services Manager MTDG	June-17 June-18
	3.2 Produce a quarterly monitoring report on the delivery of the programme for submission to the Member Training and Development Group	Democratic Services Manager	2017 -18 June Sept Dec Mar

Objective	Key Actions	Responsible Officers	Target Date
4. Delivery of a comprehensive and effective Induction process for new Members	4.1 Provision of Induction Programme for New Members	Democratic Services Manager	June-17: In Progress June-18
	4.2 Provision of Information Pack for New Members (on appointment to Fire Authority)	Democratic Services Manager	June-17: In Progress June-18
	4.3 Annually review the Member/Officer Buddy System to ensure it remains effective	Democratic Services Manager MTDG	Sept-17
5. Member Champions	5.1 Review current roles and maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit	Democratic Services Manager MDTG	Sept-17
6. Continuous Development	6.1 Produce quarterly monitoring reports in respect of the Strategy's implementation plan for MTDG	Democratic Services Manager	2017 -18 21st Mar Jun Sept Dec
	6.2 Present an annual report on Member Development activities to the Fire Authority	Democratic Services Manager MTDG	Jun-17: In Progress Jun-18
	6.3 Carry out an annual review of MD Strategy	Democratic Services Manager MTDG	Sept -17
	6.4 Carry out a Member satisfaction survey to provide more in-depth feedback on the service provided to Fire Authority Members and inform future development	Democratic Services/ Communications MTDG	Mar-17

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