



**Wednesday,
6 December 2017
10.30 am**

**Meeting of
Fire Authority
Fire Service
Winsford**

Contact Officer:
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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, 6 DECEMBER 2017**

Time : 10.30 am

Lecture Theatre - Fire Service HQ, Sadler Road, Winsford, Cheshire

AGENDA

Part 1 - Business to be discussed in public

1 PROCEDURAL MATTERS

1A Recording of Meeting

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

1B Apologies for Absence

1C Chair's Announcements

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

1D Declaration of Members' Interests

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

1E Minutes of Fire Authority

To confirm as a correct record the minutes of the Fire Authority Meeting held on 20th September 2017.

(Pages 1 - 6)

1F Question from Members of the Public

In accordance with procedural rules 4.47 to 4.54, questions have been submitted by members of the public from within the area covered by the Fire Authority for consideration.

1G Minutes of Performance and Overview Committee

To receive, for information, the minutes of the Performance and Overview Committee meeting held on 6th September 2017.

(Pages 7 - 14)

1H Minutes of Performance and Overview Committee

To receive, for information, the minutes of the Performance and Overview Committee meeting held on 22nd November 2017.

(TO FOLLOW)

1I Minutes of Governance and Constitution Committee

To receive, for information, the minutes of the Governance and Constitution Committee meeting held on 8th November 2017.

(Pages 15 - 20)

- 1J Minutes of Estates and Property Committee** (Pages 21 - 22)
To receive, for information, the minutes of the Estates and Property Committee meeting held on 1st November 2017.
- 1K Minutes of Brigade Managers' Pay and Performance Committee** (Pages 23 - 24)
To receive, for information, the minutes of the Brigade Managers' Pay and Performance Committee meeting held on 1st November 2017.
- 1L Minutes of Staffing Committee** (Pages 25 - 28)
To receive, for information, the minutes of the Staffing Committee meeting held on 30th October 2017.
- 1M Notes of the Member Training and Development Group** (Pages 29 - 32)
To receive, for information, the notes of the Member Training and Development Group meeting held on 5th October 2017.
- 1N Notes of the Risk Management Board** (Pages 33 - 38)
To receive, for information, the notes of the Risk Management Board meeting held on 17th October 2017.
- 1O Notes of the Pension Board**
To receive, for information, the notes of the Pension Board meeting held on 28th November 2017. **(TO FOLLOW)**

ITEMS REQUIRING DISCUSSION / DECISION

- 2 Draft Integrated Risk Management Plan 2018-19 (IRMP 15) - Initial Feedback** (Pages 39 - 42)
- 3 2018-19 Draft Budget, Council Tax and Medium Term Financial Plan** (Pages 43 - 50)
- 4 Annual Audit Letter For Cheshire Fire Authority: Year Ended 31st March 2017** (Pages 51 - 60)
- 5 Treasury Management - Mid Year Report 2017-18** (Pages 61 - 66)
- 6 Capital, Reserves and Borrowing** (Pages 67 - 72)
- 7 Write Off of Assets** (Pages 73 - 74)
- 8 Changes to Financial Regulations and Scheme of Delegation** (Pages 75 - 108)
- 9 Replacement of Chester Fire Station** (Pages 109 - 110)
- 10 Draft Programme of Member Meetings 2018-19** (Pages 111 - 114)

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE



MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Wednesday, 20 September 2017 at Lecture Theatre - Fire Service Headquarters, Winsford, Cheshire at 10.30 am

PRESENT: Councillors D Bailey, D Beckett, M Biggin, A Dirir, D Flude, P Harris, E Johnson, N Jones, D Mahon, D Marren, G Merry, S Nelson, S Parker, R Polhill, B Rudd, T Sherlock, M Simon, M Tarr, J Weatherill and S Wright

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies for apologies were received from Councillors J Mercer, K Mundry, J Saunders and the Police and Crime Commissioner for Cheshire – David Keane.

C Chair's Announcements

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

D Declaration of Members' Interests

There were no declarations of Members' interests.

E Minutes of Fire Authority

RESOLVED:

That the minutes of the meeting of the Fire Authority held on 21st June 2017 be approved as a correct record.

F Minutes of Performance and Overview Committee

RESOLVED:

That the minutes of the Performance and Overview Committee meeting held on 28th June 2017 be received, for information.

G Minutes of Closure of Accounts

RESOLVED:

That the minutes of the meeting of the Performance and Overview Committee acting as the Closure of Accounts Committee held on 28th June 2017 be received, for information.

H Minutes of Governance and Constitution Committee

RESOLVED:

That the minutes of the Governance and Constitution Committee meeting held on 5th July 2017 be received, for information.

I Notes of the Member Training and Development Group

RESOLVED:

That the notes of the Member Training and Development Group meeting held on 6th July 2017 be received, for information.

2 AUDIT FINDINGS REPORT 2016-17

Robin Baker, Engagement Lead for Grant Thornton (the External Auditor) introduced the report and provided an overview of the content and purpose of the report which was to highlight the key matters arising from the audit of the Authority's financial statements for the year ended 31 March 2017. He explained that the External Auditor was required to report the audit findings in accordance with the requirements of International Standards on Auditing (UK and Ireland).

The findings of the report showed that there were no significant matters to report to the Authority and no adjustments that would affect the Authority's reported position. Robin commented on the issue raised the previous year in respect of the accounting treatment for North West Fire Control. He explained that there was ongoing dialogue with finance colleagues in respect of the audit recommendation to incorporate all of its share of NWFC into its accounts commencing 2017-18.

Robin confirmed that the External Auditor was able to provide an unqualified opinion on the Authority's financial statements and conclusion that there were proper arrangements in place to deliver value for money i.e. secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017. Robin informed Members that the work on the value for money conclusion highlighted that the Authority continued to have effective arrangements in place to manage its financial position by pursuing new ways of working, investing in new facilities and developing its collaborative working with Cheshire Police.

Robin thanked the Authority's finance team for all their hard work and the co-operation received during the audit. He informed Members that this would be the last year of his current cycle as the lead Auditor. He explained that Grant Thornton were liaising with the finance team to ensure a smooth transition and to align with Cheshire Constabulary's external audit cycle (and the joint Finance team) where possible.

Members thanked Grant Thornton for the report and in particular Robin for all his work over the last few years as the lead auditor for the Authority.

RESOLVED: That

[1] the content of the Audit Findings Report 2016-17 be approved.

3 FINAL ACCOUNTS 2016-17

The Head of Finance presented the 2016-17 final accounts to Members for approval prior to publication before the end of September and explained that the overview of the accounts needed to be considered in conjunction with the Audit Findings Report. It was noted that full copies of the accounts had been provided in group rooms prior to the Authority meeting and had been made available on the Service's website.

The Head of Finance gave Members an overview of the final accounts and the reserves and capital position. She explained that there was an overall underspend of £2.336m for 2016/17 and it was recommended that this underspend was transferred into the capital reserve to fund future capital expenditure. The position in respect of pension liabilities and the Authority's net assets and reserves, as detailed in the report, were also highlighted.

A Member queried the increase in the amount owed by short-term debtors. The Head of Finance explained that the figures in the final accounts were just a snapshot taken from a specific day and that more detailed information could be provided. The debt position was not considered to be a concern.

RESOLVED: That

[1] the accounts for 2016-17 be formally approved for publication;

[2] the current balances of the Authority's reserves are noted;

[3] the Authority's underspend in 2016-17 is transferred to the capital reserve: and

[4] the terms of the Letter of Representation are approved and the Chair of the Authority is authorised to sign it.

4 ANNUAL STATEMENT OF ASSURANCE 2016-17

The Director of Governance and Commissioning introduced the report which presented Members with the draft Annual Statement of Assurance for approval, as required in the Fire and Rescue National Framework (2012).

He explained that the draft Statement had been reviewed by Governance and Constitution Committee prior to submission to the Authority and outlined the areas where further improvements could be made to evidence compliance with the Authority's Local Code of Corporate Governance.

RESOLVED THAT:

- [1] the Annual Statement of Assurance 2016-17 be approved for publication on the Service's website.**

5 ANNUAL REPORT 2016-17

The Chief Fire Officer and Chief Executive presented the report to Members which sought approval for the publication of the Authority's Annual Report for 2016-17. The draft report incorporated statutory information on the annual Statement of Accounts together with summary information on key areas of Service performance during the last financial year. He drew Members attention to the current costs which equated to less than 5p per head of population.

Once approved, an electronic copy of the publication would be published on the Service's website by 30th September and delivery of printed copies to residential/mixed business addresses in Cheshire would commence on 9th October 2017.

RESOLVED: That

- [1] the Annual Report 2016-17 be approved for publication.**

6 DRAFT INTEGRATED RISK MANAGEMENT PLAN 2018-19 (IRMP 15)

The Consultation and Engagement Officer presented the report to Members which sought approval for the draft Integrated Risk Management Plan for 2018-19 (IRMP 15) for consultation. He provided a brief overview of the key proposals. The draft IRMP outlined a range of new and ongoing projects, as well as the detailed risk analysis and planning processes that had been carried out in order to ensure current and future projects continued to meet the Authority's objectives and future financial challenges.

The Consultation and Engagement Officer informed Members that the document had been re-designed and streamlined to make it more user friendly. He also drew Members attention to the proposed consultation programme which would allow public, staff and stakeholders the opportunity to comment on and shape the proposals.

Members discussed the report and welcomed the revised format as they felt it was an easier read for the intended audience. Members requested that engagement with young people and key industries was included in the consultation programme. Members also requested that the Sprinkler Campaign be prioritised in the list of proposals.

RESOLVED: That

- [1] the Integrated Risk Management Plan for 2017-18 (IRMP 15) be approved for formal internal and external consultation.**

7 ENHANCEMENT OF CURRENT PROVISION FOR MATERNITY AND ADOPTION LEAVE

The Equality and Inclusion Officer presented the report which provided details of proposals to enhance the current provision for Maternity and Adoption Leave (including the pay associated with such leave). Member approval was sought to implement the proposed changes to the policies.

The Equality and Inclusion Officer drew Members attention to the tables in the Appendix which gave a clear indication of the enhancements that were proposed (i.e. moving to 45 weeks full pay with the prospect of an entire year's leave at full pay). She explained that if the proposals were approved the Service would become the leading fire and rescue service in providing these benefits which she felt would demonstrate the Service's commitment to being a family friendly and diversity driven organisation.

Members welcomed the proposals in the report and felt that this was a very positive approach. A Member queried whether there had been further benchmarking against other fire and rescue services than was detailed in the report. The Equality and Inclusion Officer explained that the benchmarking exercise had been more extensive and the details could be distributed to Members if required.

The Chair concluded that the recommendations were supported by Members and the proposals had been received extremely positively. He also clarified that it was intended that the new proposals would be implemented from April 2018.

RESOLVED: That

- [1] the proposal to increase the current provision for occupational maternity/adoption pay as outlined in paragraphs 10-12 of the report be approved; and**
- [2] changes to the maternity and adoption policies to reflect the proposals be approved.**

8 TRAINING CENTRE PROGRAMME AND SADLER ROAD SITE REQUIREMENTS

The Deputy Chief Fire Officer presented the report which updated Members on the progress made on the training centre programme and Sadler Road requirements. The report also provided information about the requirements for the replacement of the Incident Command Training Suite (ICTS), vehicle workshop renovation and security enhancements at Sadler Road and the consolidated budget requirements for the associated works.

The report provided details of the previous decisions made in respect of the future options for the provision of training facilities and the retention of the vehicle workshop at Sadler Road. The Deputy Chief Fire Officer explained that the decision to retain the vehicle workshop at Sadler Road had reduced the space available for the training centre and it had been a challenge to fit all the requirements on the existing site. This had implications for the ICTS which would need to be re-located

and the subsequent upgrade/refurbishments costs had been added to the overall programme budget.

The Deputy Chief Fire Officer informed Members that the total cost of the capital project was forecast at £9.05m. This included £7.5m for the core training centre facility, £0.3m workshop renovations, £0.25m site security and the £1.0m ICTS upgrade which it was intended to fund from reserves. He also drew Members attention to the proposals to build and upgrade training facilities at some of the fire stations in order to move the centrally delivered training courses from Sadler Road during the build phase. Provision for the necessary upgrades to current facilities were included in overall costs but Members were asked to note that there would be additional revenue costs (circa £100k per year) due to the requirement to temporarily outsource some courses during the build phase.

A Member queried if the Authority would need to take out a loan and how it would deal with the VAT arrangements for the build. The Head of Finance explained that the capital costs would be covered by reserves so there was no requirement to borrow and the risk to VAT recovery had been reviewed. It was noted that the Authority had taken specialist advice on the VAT recovery risk and would continue to monitor the risk throughout the build.

A Member asked for further detail on the practicalities of the interim plans for training and requested that the interim training arrangements be monitored by Performance and Overview Committee. The Deputy Chief Fire Officer explained that the project team were linking into the proposed station refurbishment programme and also looking at other possibilities to provide some of the training such as commissioning from neighbours. It was anticipated that the interim training plan would be implemented by April/May 2018.

RESOLVED: That

- [1] the training centre programme and Sadler Road requirements be delivered subject to successful procurement being undertaken;**
- [2] the following sums be approved:**
 - £7,500,000 Training Centre (funds already earmarked and including the £0.5m approved in September 2016)**
 - £300,000 Vehicle Workshops Renovation**
 - £1,000,000 Incident Command Training Suite Re provision**
 - £250,000 Sadler Road Site Security**
 - £9,050,000 Total**
- [3] an overall contingency of 5% be approved (to be applied as necessary and appropriate);**
- [4] the Estates and Property Committee be required to identify Members to engage in procurement, contract award and contract management;**
- [5] the requirement for further funding to ensure continuity of operational training during the redevelopment of the Sadler Road site be noted.**



MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 6 September 2017 at Lecture Theatre - Fire Headquarters,
Cheshire at 10.00 am

PRESENT: Councillors D Bailey, M Biggin, A Dirir, P Harris, M Simon, T Sherlock and independent (non-elected) member A Ruddy

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 Councillor J Saunders.

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 Performance and Overview Committee held on Wednesday 28th June 2017 be confirmed as a correct record.

E Minutes of the Closure of Accounts Committee

RESOLVED: That

[1] the minutes of the Performance and Overview Committee acting as the Closure of Accounts Committee held on 28th June 2017 be confirmed as a correct record.

2 QUARTER 1 FINANCE REPORT 2017-18

The Finance Manager introduced the report which provided a summary of the Service's financial performance and detailed progress against 2017/18 corporate projects. She informed Members that the 2017/18 revenue budget of £41.3m and capital programme of £1.765m were approved by the Authority in February.

The Finance Manager referred Members to details of the forecast outturn for each service area, contained within Appendix 1 of the report. She highlighted an overspend of £900k against the Service Delivery budget. This reflected the decision

made by the Authority to put a hold on the implementation of changes at Crewe and Ellesmere Port (second pump from wholetime to on-call) until a review had been undertaken, with reserves being utilised to fund the shortfall.

Additional reserves had also been allocated to Operational Policy and Assurance of £179k to fund the purchase of hose reels and connectors, approved for 2016/17 but delivered in 2017/18. Within Property Management £448k of additional reserves had been applied to fund approved projects delayed until the current financial year. A forecast overspend of £64k for People and Development had also been incorporated into the 2017/18 budget following the Authority approving a move to the Living Wage as the minimum pay threshold for all employees, including apprentices. Finally, there had been an additional call for £309k under Finance Resources. This was due to the Authority electing to make a lump sum payment to meet additional pension contribution requirements arising from the triennial valuation of the Local Government Pension Scheme on 31st March 2016.

The Accountant drew Members' attention to the Authority's capital programme, contained within Appendix 2 of the report. An updated version of Appendix 2 was circulated at the meeting containing amended figures for some of the individual projects and schemes within the capital programme. The Accountant informed Members that the capital programme was forecasting an overall outturn of £16.1m against an approved budget of £15.4m – a variance of £0.7m. He referred Members to progress against the Emergency Response Programme (ERP) and informed them that the overall programme was forecast to be £870k above the approved budget of £17.4m. This was a variance of 5% which was within the contingency agreed by Members. The remaining capital programme was progressing with underspends forecast on appliance and vehicle purchases. Members were also asked to note that the Chester Station project was currently on hold and that the new training facility at Sadler Road was at detailed design stage.

RESOLVED: That

[1] the Quarter 1 Finance Report 2017-18 be noted.

3 QUARTER 1 PERFORMANCE REPORT 2017-18

The Chief Fire Officer and Chief Executive introduced the report which provided Members with an update on the Service's performance against the key performance indicators (KPIs) for Quarter 1 2017-18. Appendix 1 to the report contained a corporate performance scorecard reflecting the Quarter 1 position against targets set and the year-on-year direction of travel for the Service's KPIs.

Members were referred to Appendix 2 of the report which contained a detailed description of each KPI, including a summary of current performance and any actions taken to improve performance. Further information was provided by officers on KPIs with a current progress status of green, amber or red. This included injuries in primary fires, deliberate primary and secondary fires, fires in non-domestic premises, fire safety orders completed, and on-call availability.

The Head of Service Delivery provided further details concerning the Service's

current performance for on-call availability, informing Members that on-call availability had averaged 66% across all pumps in Quarter 1. He highlighted the performance differences between the different on-call shift systems, with nucleus on-call appliances achieving 98% availability, primary on-call appliances achieving 70% availability and secondary on-call appliances achieving 47% availability.

Several changes had been undertaken to aid improving performance. The Head of Service Delivery highlighted the appointment of an additional on-call Station Manager as a support officer and the introduction of a pilot for a new wholetime on-call Watch Manager role for Knutsford and Holmes Chapel. He informed Members that the appointment of a Watch Manager to facilitate on-call recruitment and initial training courses had enabled the initial course and sessions for the written and practical tests to be scheduled monthly. This aimed to provide more regular opportunities for new candidates.

A Member queried how the cost for additional sessions to recruit on-call firefighters was being covered. The Head of Service Delivery informed Members that this cost was being met from the existing departmental budget. He explained that the role was covered within the existing contract of the Watch Manager and that the contract already allowed for additional hours to be worked to facilitate the new role. The Watch Manager could also recruit on-call staff to assist with the training as and when necessary, therefore only incurring a low cost for the additional sessions. He informed Members that costings for this would be brought back to Members at the next quarter.

A Member asked for clarification concerning cover at Wilmslow and how often other stations covered the Wilmslow area if the pump was unavailable. The Head of Service Delivery informed Members that Wilmslow was a key station within the Cheshire area; because of this, when the appliance was out of its area for more than 30 minutes another appliance would be sent in to cover. As Crewe and Ellesmere Port still had two wholetime appliances, the mobilising system currently utilised them more frequently to cover the Wilmslow area. He informed Members that availability at Wilmslow fire station was good and that this only occurred on a few occasions. He also informed Members that successful response times over the whole of Cheshire indicated that the current model for the distribution of cover across the region was working.

The Chief Fire Officer and Chief Executive informed Members that over the past year the Service had moved from 24 to 28 fire stations, distributing cover where it was needed. The model for Cheshire was therefore evolving and the second pumps at Crewe and Ellesmere Port were being utilised more often as a result of this.

RESOLVED: That

[1] the Quarter 1 Performance Report 2017-18 be noted.

4 QUARTER 1 PROGRAMME REPORT 2017-18

The Chief Fire Officer and Chief Executive provided Members with an update on the Service's 2017-18 Integrated Risk Management Plan programmes and projects

throughout the first quarter.

The Chief Fire Officer and Chief Executive referred Members to Appendix 1 of the report which contained the health report for the first quarter of 2017-18. He informed Members of the progress made in respect of the Blue Light Collaboration Programme. The current progress status of the programme was amber due to delays to the expected completion dates in the Estates workstream. He referred Members to updates on Penketh and Lymm fire stations, highlighting areas where delays had occurred concerning the installation of optical fibre.

The Chief Fire Officer and Chief Executive informed Members that they would receive an update concerning the review of the duty system for the second fire engine at Crewe and Ellesmere Port at the Members' Planning Day scheduled for 8th September 2017. He also informed them that the Fire Brigades Union would be attending the Members' Planning Day on 10th November to share their views.

RESOLVED: That

[1] the Quarter 1 Programme Report 2017-18 be noted.

5 INTERNAL AUDIT PLAN - QUARTERLY PROGRESS AND FOLLOW UP REPORTS

Michael Nulty (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance at the meeting to present the 2017-18 Internal Audit Progress Report (attached as Appendix 1) and the consolidated Follow Up Report (attached as Appendix 2) to Members.

He drew Members' attention to the Internal Audit Progress Report. He highlighted that audit reviews concerning site-specific risk information and partnership arrangements had been completed since the last report to the Committee. Reviews were currently in progress concerning business audits, business continuity, equality and diversity recruitment, and national fraud initiative.

The Auditor concluded by referring Members to the Internal Audit Follow Up Report which provided assurance regarding management of agreed actions and was completed in August 2017.

RESOLVED: That

[1] the Internal Audit Progress and Follow Up Reports be noted.

6 ANNUAL EQUALITY MONITORING REPORT 2016-17

The Director of Transformation introduced the report which provided a summary of key issues identified in the Service's Annual Equality Monitoring Report 2016-17 which was attached as Appendix 1.

She highlighted that the Equality Monitoring Report was divided into two sections:

employment and community engagement. This ensured that equality monitoring was taking place both internally and externally. Statistics were included in the report for both sections providing a summary of identified trends over the course of 2016-17 and compared against the position reported in 2015-16.

She informed Members that work was already underway to try to ensure that any issues highlighted within the report were being addressed appropriately. Positive action campaigns were continuing from last year with taster days taking place throughout the year for under-represented groups.

A Member queried what the Service was doing to manage outside influences on the organisation, such as the newly implemented national increase to the retirement age for firefighters. The Chief Fire Officer and Chief Executive informed the Committee that Members had approved funding for new gyms, equipment and the post for the internal fitness advisor in anticipation of an increase to the retirement age. All of these measures had been put in place to ensure that the fitness of each individual was maintained so that staff who were affected by this change were prepared physically.

RESOLVED: That

[1] the Annual Equality Monitoring Report 2016-17 be noted.

7 CHESHIRE CARDIAC RESPONSE PILOT EVALUATION REPORT

The Head of Service Delivery introduced the report which provided an update on the Service's cardiac response pilot. He informed Members that, within the Authority's Integrated Risk Management Plan, the Service had committed to rolling out the pilot to all stations this year. The Fire Brigades Union (FBU) had also given its support to the pilot throughout their involvement with the trial.

The Head of Service Delivery provided Members with a brief summary of the national context surrounding the pilot. The Service was currently awaiting the outcome from a pay claim between the FBU and employers over the pilot. The awaited outcome would determine whether or not the Service could continue the pilot, which had been extended to 13th September 2017 when a decision was hoped to be reached.

Group Manager Stewart Forshaw provided a detailed update for Members on Appendix 1 to the report which contained the evaluation report from the pilot. He informed Members that the pilot had taken place in Warrington, Crewe, Holmes Chapel and Frodsham. The data within the report covered the initial six months of the trial – 1st July 2016 to 31st December 2016. He informed Members that the pilot had been successful overall and extended beyond the original end date of December 2016. Despite national issues and ongoing consultation over the pilot, he informed Members that feedback from the 2016-17 IRMP consultation indicated that 82% of staff supported the project.

A Member queried whether national issues concerning the pilot would mean that the Service would have to suspend the continuation of it. The Head of Service Delivery

informed Members that the local trade union recommendation was for firefighters not to participate in the Emergency Medical Response pilot if the current pay offer was not accepted by the FBU nationally. Concerns had been raised over whether the pilot was currently covered within the role map of a firefighter and what expectations of the role should be. If it did fall through nationally, he informed Members that the continuation of the trial would be a matter for local discussion.

RESOLVED: That

[1] the Cheshire Cardiac Response Pilot Evaluation Report be noted.

8 SPRINKLER UPDATE

Station Manager Ian Kay introduced the report which provided an update on the work of the Service with regards to sprinklers. He informed Members that the Service had both an officers' group and a separate Members' sprinkler group.

He informed Members that the Service had been campaigning for the installation of sprinkler systems in high-rise residential premises for a number of years. Since the Grenfell Tower fire a number of housing providers had shown a renewed interest in the campaign. The Authority had previously committed £160k which had been offered to housing providers/duty holders to part-fund the retrofitting of sprinkler systems in high-rise blocks.

Members had also taken a notice of motion to each of the unitary authorities in the Service area, encouraging homeowners and businesses to install sprinkler systems. It called for officers to establish a policy on the installation of sprinklers in Council owned buildings and to work closely with the Service to ensure that where sprinklers could reduce risk, they were promoted. Each unitary authority adopted the motion either in full or in part.

Members discussed the item and welcomed the engagement of the unitary authorities with the Service.

RESOLVED: That

[1] the Sprinkler Update report be noted.

9 HIGH-RISE UPDATE

Station Manager Mark Burrage introduced the report which provided Members with an update on the work that the Service had conducted in relation to high-rise accommodation since the tragic fire at Grenfell Tower on 14th June 2017.

He informed Members that Appendix A of the report contained a high-rise briefing detailing the work that staff had undertaken and provided information on the cladding for the 21 residential high-rise tower blocks in the Service area. A cross-departmental team had been established to coordinate the Service's response to the Grenfell Tower fire. Officers revisited each of the high-rise blocks to offer advice and

support residents. Fire safety audits were also completed on each of the high-rise blocks.

He highlighted that it was likely that the review of legislation that the Government had ordered following the Grenfell tragedy would look closely at the existing allocation of responsibilities between fire and rescue services and local authorities.

The Chair thanked Station Manager Mark Burrage for his dedication and ongoing work concerning high-rise accommodation in Cheshire.

RESOLVED: That

[1] the High-Rise Update report be noted.

10 POWEY LANE AND CHESTER FIRE STATIONS - PRESENTATION

The Head of Service Delivery presented an update on operational response/performance in Chester following the implementation of the new cover arrangements, which included moving the second appliance from Chester to Powey Lane fire station.

He informed Members that the Cheshire standard (a response time of 10 minutes or under to incidents) had been achieved on 100% of occasions following the move of the second appliance from Chester to Powey Lane fire station. He provided an overview of the changing nature of incidents within that area and highlighted the steady decline overall in the number of fires over the past decade. The relocation of Chester's second appliance to the new fire station at Powey Lane had enabled the Service to respond to road traffic collisions on the motorway more rapidly than before. The Chief Fire Officer and Chief Executive reiterated the decline in the number of incidents attended annually and emphasised the importance of training to simulate incidents to ensure that skills were maintained.

A Member queried the criteria used to determine if there was a need for a second pump to attend alongside the first to an incident. The Head of Service Delivery informed Members that predetermined attendances were in place for different types of premises and risk and that these were reviewed as part of the Authority's annual risk management planning process. The Chief Fire Officer and Chief Executive informed Members that a task analysis was also undertaken to determine the number of firefighters needed at each incident. When training, firefighters were encouraged to assess the available resources and turn out additional appliances if there was uncertainty surrounding the severity of an incident.

Members confirmed that they were satisfied with the current fire cover and response arrangements at Chester and Powey Lane.

RESOLVED: That

[1] the Powey Lane and Chester Fire Stations presentation be noted.

11 DAYTIME ON CALL AVAILABILITY COVER - PRESENTATION

Watch Manager Tam Blair (on behalf of one of the Watch Manager Development Programme teams) presented a proposal to Members focusing on improving day-time cover at on-call stations. He informed Members that there had been an increase of 21% in on-call establishment over the past five years.

The Service was working towards a target of 85%+ availability and he had proposals for helping the Service to achieve this target. His proposals included the creation of bespoke catchment areas and the introduction of a new pay banding. He used the example of Tarporley fire station, where the on-call pump was the primary pump, to illustrate how increasing the catchment area from 5 to 7 minutes would mean an additional 490 properties could be recruited from.

He informed Members that research had been undertaken surrounding the pay banding for on-call at other fire and rescue services. From this research, proposals had arisen concerning the potential to create a contract with core hour requirements and the potential to complete a 50-60 hour contract in 30-40 hours. This would be possible through each hour worked between Monday-Friday 0700-1900 counting as 1.3 hours.

The Chief Fire Officer and Chief Executive concluded the item by informing Members that engaging with employees was crucial to improving on-call availability and that this presentation exemplified that process.

RESOLVED: That

[1] the presentation on daytime on-call availability cover be noted.

12 FORWARD WORK PROGRAMME

The forward work programme was considered by Members and no changes were made.



MINUTES OF THE MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE held on Wednesday, 8 November 2017 at Lecture Theatre - Fire Headquarters, Cheshire at 10.00 am

PRESENT: Councillors D Beckett, M Biggin, D Marren, R Polhill, S Wright and Independent (Non-Elected) Member 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 E Johnson.

C Declarations of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Governance and Constitution Committee

RESOLVED: That

[1] the minutes of the meeting of the Governance and Constitution Committee held on Wednesday 5th July be confirmed as a correct record.

2 REVIEW OF MEMBERS' CODE OF CONDUCT

The Director of Governance and Commissioning introduced the report which provided Members with the opportunity to consider proposed changes to the Members' Code of Conduct (the Authority's Code).

He informed Members that the Localism Act 2011 (the Act) introduced the current standards regime. He highlighted the principles listed in paragraph 3 of the report which were incorporated into the Authority's Code.

Officers had undertaken a review of the Authority's Code which focused on three areas: a review of legislation to ensure any changes had been captured; consideration of a small number of codes of conduct from local authorities and fire authorities; and a discussion about the actual and potential areas where Members' interests have and/or are likely to arise. The Director of Governance and Commissioning informed Members that the law had not changed to any significant degree since the regime was introduced. He indicated that a separate report on the use of social media would be brought to the Committee for discussion.

He referred Members to Appendix 2 to the report which contained extracts from the codes of conduct from other authorities. He informed the Committee that the extracts could be utilised to enhance the Authority's Code concerning declarations of interests and participation in meetings (Section 4 of the Authority's Code) and confidential information (Section 2, paragraph 5b).

Members discussed the proposals and it was agreed that the extracts in Appendix 2 to the report should be incorporated into the Authority's Code. It was also agreed that the Director of Governance and Commissioning should bring back the updated Code to Members at the next meeting of the Committee, along with the Authority's form for Members' declarations of interests, to allow further review and approval.

RESOLVED: That

- [1] the proposed changes to the Members' Code of Conduct be incorporated into Sections 2 and 4; and**
- [2] the updated Code be brought back to the Committee along with the Authority's form for Members' declarations of interests for further review and approval.**

3 DISPENSATIONS

The Director of Governance and Commissioning introduced the report which asked Members to extend the benefit of the existing dispensations to new Members of the Fire Authority. This would allow them to take part in debates and votes on the setting of the Council Tax precept and approval of the Members' Allowance Scheme (and any changes and/or additions to it).

Due to a change in his circumstances, Councillor Tarr now required the dispensation concerning the setting of the Council Tax precept to be extended to him (he had not required the dispensation when it was granted to Members on 5th October 2016).

Appendix 1 to the report contained a copy of Section 33 of the Localism Act 2011 which contained the provisions concerned with the granting of dispensations.

The report continued that the following Members had requested that the dispensations be extended so that they could benefit from them:

- Councillors Biggin, Beckett and Jones
- Councillor Tarr had requested that the benefit of the dispensation concerned with the setting of Council Tax be extended to him.

RESOLVED: That

- [1] the dispensations granted to Fire Authority Members on 5th October 2016 be extended to benefit Councillors Biggin, Beckett and Jones thereby allowing them to take part in the debates and votes on setting the Council Tax precept, and approval of the Members' Allowance Scheme (and any**

changes and/or additions to it): and

- [2] the dispensation granted to Fire Authority Members on 5th October 2016 in respect of the setting of the Council Tax precept be extended to benefit Councillor Tarr thereby allowing him to take part in the debates and votes on the setting of the Council Tax precept.**

4 RECRUITMENT OF INDEPENDENT PERSON

The Director of Governance and Commissioning introduced the report which required Members to agree the process for the appointment of an Independent Person to the Authority.

He informed Members that Section 28(7) of the Localism Act 2011 placed a duty on the Fire Authority to appoint at least one Independent Person to assist the Authority in handling complaints about breaches of the Members' Code of Conduct. The act required the Authority to advertise and secure applications for this role.

Two Independent Persons were initially appointed on 12th December 2012 for a three year term following a recruitment process which was overseen by the Committee. The appointments were extended until December 2018 by the Authority on 16th December 2015. Since the extension was agreed, Independent Person David Sayer had stepped down from his appointment leaving the Authority with only one Independent Person. The Director of Governance and Commissioning informed Members that, although there was no statutory requirement to have two Independent Persons, it was recommended that a second individual be appointed to ensure that an Independent Person was still available should one step down.

An application pack was attached as Appendix 1 to the report for Members to review. A Member referred the Committee to Annex 4 within Appendix 1 – 'Complaints about a Breach of the Members' Code of Conduct – Procedure for Handling Complaints'. He queried whether elements of the procedure should be reviewed, such as: it falling to the Monitoring Officer's discretion as to whether details of a complaint should be disclosed to the Member who is the subject of the complaint; the outcome of the complaint normally being determined purely on the written documentation; and there currently being no facility for an appeal. Members discussed the procedure further and highlighted the importance of ensuring transparency throughout the process.

The Director of Governance and Commissioning informed Members that there was currently no rush to recruit an Independent Person and it was agreed that a workshop should be arranged to further discuss potential amendments to the application pack (in particular the procedure for handling complaints) before finalising the recruitment process.

RESOLVED: That

- [1] a workshop be arranged to further discuss the application pack, in particular Annex 4 – Complaints about a Breach of the Members’ Code of Conduct, before finalising the recruitment process for an Independent Person.**

5 RECRUITMENT OF INDEPENDENT (NON-ELECTED) MEMBER

The Director of Governance and Commissioning introduced the report which sought Members’ approval for the recruitment process for an independent (non-elected) member (IM) following the resignation of one of the current IMs.

He informed Members that in February 2016 the Authority had approved a recommendation from the Committee to reduce the number of IMs appointed to the Authority from three to two and introduce a term of office of four years. It was agreed that the process used for the initial recruitment of IMs used in March 2016 would be followed as recommended in the report and detailed below:

Timelines:

Advert placed: by 30th November 2017

Closing date: 5th January 2018

Review/sift application forms: 12th January 2018

Interview dates: w/c 22nd January 2018

Appointments confirmed at Fire Authority: 14th February 2018

The Director of Governance and Commissioning informed Members that it was proposed that a panel of three members of the Committee should be appointed to sit as the selection and interview panel and make recommendations to the Authority. It was agreed that Councillors Wright, Beckett, Biggin and Marren would be appointed to act as the selection and interview panel.

RESOLVED: That

- [1] the recruitment process and timelines detailed in the report be approved; and**
- [2] Councillors Wright, Beckett, Biggin and Marren be appointed to act as the selection and interview panel.**

6 GOVERNANCE ARRANGEMENTS - NORTH WEST FIRE CONTROL

The Director of Governance and Commissioning introduced the report which provided further reassurance to Members about the governance arrangements associated with North West Fire Control (NWFC).

He informed Members that the Committee initially considered the governance arrangements for NWFC in April 2015. An extract from the April 2015 report was attached as Appendix 1 to the report.

Four authorities were the original owners of NWFC: Cumbria County Council, Lancashire Combined Fire Authority, Greater Manchester Fire and Rescue Authority

and Cheshire Fire Authority. Earlier this year responsibility for fire and rescue services in Greater Manchester passed from Greater Manchester Fire and Rescue Authority (GMFRA) to the Mayor of Greater Manchester Combined Authority (GMCA). The Director of Governance and Commissioning informed Members that continuity provisions were contained in the Order which provided the legal framework for the transfer. Key aspects of the Order concerned with continuity were explained:

- All property, rights and liabilities of GMFRA transferred to GMCA
- The abolition of GMFRA and transfer of its functions to GMCA did not affect the validity of anything done before the abolition of GMFRA
- GMCA is substituted for GMFRA in any instrument, contract or legal proceedings.

RESOLVED: That

[1] the report be noted.

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MINUTES OF THE MEETING OF THE ESTATES AND PROPERTY COMMITTEE held on Wednesday, 1 November 2017 at Lecture Theatre - Fire Service Headquarters, Winsford, Cheshire at 1.30 pm

PRESENT: Councillors E Johnson, D Mahon, J Mercer, G Merry, S Nelson, T Sherlock and Independent (non-elected) Member L Thomson

1 PROCEDURAL MATTERS

2 APOLOGIES FOR ABSENCE

Apologies were received from Councillor K Mundry.

3 TRAINING CENTRE PROGRAMME AND SADLER ROAD REQUIREMENTS - MEMBER INVOLVEMENT

The Director of Governance and Commissioning explained what he believed Members' role might be during the procurement process and management of the contract. He explained the stages in the procurement process where he felt that Members should be engaged, namely: appointment of the contractor and design team; confirmation that the procurement should proceed beyond the initial design stage; and acceptance of the contractors' proposals. He explained the intended timings of these decisions. Members indicated that they were content to be involved as outlined above.

The Director of Governance and Commissioning explained how the contract would be managed once works had commenced on site. Whilst the contractor's performance would be monitored, the focus would be on matters that would have an impact on the Programme budget. Whilst it was acknowledged that some issues could not be foreseen and should be capable of being managed within any contingencies, there was a need to keep a very close eye on any additions or changes to the agreed requirements. Members indicated that they were content to be involved as explained above.

It was agreed that all members of the committee would engage in the Training Centre Programme, as all Members were keen to be fully involved. This would also have the practical advantage of making it easier to ensure that all meetings would be quorate.

RESOLVED: That

[1] The Committee be convened to make decisions during the procurement stage (with meetings taking place provided the Committee was quorate).

[2] The Director of Governance and Commissioning to engage with members of the Committee during the contract management stage in a way that allowed the Programme to progress appropriately

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MINUTES OF THE MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE held on Wednesday, 1 November 2017 at P O Conference Room - Fire Service Headquarters, Cheshire at 10.00 am

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

1 PROCEDURAL MATTERS

A Apologies for Absence

Apologies for absence were received from Councillor M Tarr.

B Declaration of Members' Interests

There were no declarations of interest.

C Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Brigade Managers' Pay and Performance Committee, held on 29th March 2017, be confirmed as a correct record.

2 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That

Under Section 100(A) (4) of the Local Government Act 1072, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the item of business listed below on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12A to the Act in the paragraph indicated.

Item 3

Chief Fire Officer and Chief Executive – Performance Appraisal and Development Scheme (Interim Review)

Paragraph

(1) Information relating to any individual

3 CHIEF FIRE OFFICER: PERFORMANCE AND APPRAISAL DEVELOPMENT SCHEME (INTERIM REVIEW)

Members had previously agreed key objectives for the Chief Fire Officer and Chief Executive for 2017-2018 at an appraisal discussion on 29th March 2017. In accordance with the Service's Staff Appraisal scheme the interim appraisal review meeting should take place at the mid year point to review and consider progress against the objectives, and update objectives and development plans as required.

The Director of Transformation provided information on the key objectives agreed in March 2017 and the Chief Fire Officer and Chief Executive presented progress made against these objectives for Members to review.

RESOLVED:

- [1] That the progress against the key objectives in the Chief Fire Officer and Chief Executive's appraisal for 2017-2018 be noted.**



MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Monday, 30 October 2017 at Leadership Team Conference Room - Fire Service, Clemonds Hey, Winsford, CW7 2UA at 1.30 pm

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

1 PROCEDURAL MATTERS

A Recording of Meeting

Members were reminded that Part 1 of the meeting would be audio-recorded.

B Apologies for Absence

No apologies for absence were received for this meeting.

C Declaration of Members' Interests

There were no declarations of Members' interests.

D Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Staffing Committee held on 29th March 2017 be approved as a correct record.

2 BLUE LIGHT EMERGENCY RESPONSE VEHICLE PERSONAL TAX CHANGES AND FUTURE OPTIONS

The Director of Governance and Commissioning presented this report which informed Members about changes to the rules concerned with the calculation of taxable benefits for officers who are provided with Blue Light Emergency Response Vehicles (ERVs).

He provided further details of the impact of the changes and the options available for future vehicle provision for Flexi Duty officers. Affected officers had been consulted and the following options were proposed:

- Option 1 – Remain in the current lease scheme;
- Option 2 – Allow Flexi Duty officers to provide their own vehicle; and
- Option 3 – Provision of pool vehicles with no personal use permitted.

The Director of Governance and Commissioning also explained that when officers commit to a vehicle lease they understood that they could be required to pay termination penalties. It was recommended that if officers impacted by the tax

change decision decided to terminate their current lease within the current tax year then they should not be required to cover any termination fee.

Members discussed the content of the report and were satisfied with the recommendations made in respect of future vehicle provision for ERVs.

RESOLVED: That

- [1] the continuation of the current vehicle lease scheme for officers choosing to remain in the scheme be approved;**
- [2] officers be allowed to 'Opt-out' of the lease scheme and provide their own vehicle for business use in accordance with existing 'Essential User' terms and conditions and subject to guidelines to be maintained by the Fleet Manager;**
- [3] officers be allowed to 'Opt-out' of the lease scheme and elect to be provided with a pool vehicle with no personal use permitted; and**
- [4] officers impacted by the tax change that decide to terminate their lease during the current financial year will not be required to pay any penalties for the early return of the vehicle.**

3 SERVICE TRANSFORMATION PLAN

The Director of Transformation presented the draft Service Transformation Plan (the Plan) to Members that would be used to monitor a range of actions associated with the Home Office's Fire Reform Programme.

She explained that the plan had been developed to link to the Fire Reform programme under the following three headings:

- Workforce Reform
- Efficiency and Collaboration
- Accountability and Transparency

When developing the plan consideration had also been given to the recommendations contained within the Adrian Thomas report "Independent Review of Conditions of Service for Fire and Rescue Staff in England". The plan also links to the outcomes of the Staff Engagement Survey, National Fire Chiefs Council's People Strategy and the Service's Equality, Diversity and Inclusion Strategy action plan.

The plan would become one of the Service's key documents that would provide evidence to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to demonstrate that the Service had a robust transformation agenda in place. It was also intended that the plan would highlight the ongoing work within the Service to drive continuous improvement and detail how some of the key priorities outlined in IRMP 2017/18 will be delivered.

The Director of Transformation informed Members that the plan would be a working document and it was likely that the actions outlined within the Plan would continue to evolve. It was proposed that Staffing Committee receive regular updates to monitor progress against actions and changes to the plan.

RESOLVED: That

- [1] the content of the Service Transformation Plan be noted; and**
- [2] regular updates on progress against the actions outlined in the plan be received.**

4 STAFF ENGAGEMENT SURVEY UPDATE

The Director of Transformation presented the headline results from the 2017 Staff Engagement survey to Members. The presentation provided feedback on the following areas:

- Overall engagement score against public sector benchmark and 2015 results
- Average scores for each survey section
- Top 10 results – themes
- Bottom 10 results – themes
- Greatest improvements since 2015
- Greatest declines since 2015
- Progress and next steps – Corporate and local action plans

Members discussed the presentation and queried whether there was any feedback considered which related specifically to Members roles. The Director of Transformation explained that there had been some feedback in relation to Members and she would include this in the presentation which would be made to all Members at the next Members Planning Day. Members also proposed that, once developed, local action plans be included on the agenda for Unitary Performance Group meetings. The corporate action plan would be monitored by Staffing Committee and Committee Members could provide feedback on local plans in relation to this item.

RESOLVED: That

- [1] the Staff Engagement Survey update be noted;**
- [2] local staff engagement action plans be included on Unitary Performance Group meeting agendas; and**
- [3] Staffing Committee receive regular updates on the delivery of the corporate action plan.**

5 EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

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

Item 6: Disciplinary and Grievance Update

Item 7: Re-employment: Advocate

Paragraphs

- (1) Information relating to any individual
- (2) Information that is likely to reveal the identity of an individual

6 DISCIPLINARY AND GRIEVANCE UPDATE

The Deputy Chief Fire Officer and Director of Transformation provided updates on the Service's current caseloads in respect of disciplinary matters.

RESOLVED: That

[1] the update be noted.

7 RE-EMPLOYMENT : ADVOCATE

The Director of Transformation introduced this report which sought approval to appoint an individual to an advocate position following his retirement from Cheshire Fire and Rescue Service.

The Director of Transformation provided Members with a summary of the recruitment and selection process that had taken place and the business case in support of the appointment.

Members were satisfied that officers had provided assurance that the requirements of the Re-Employment and Pension Abatement Policy in respect of re-engagement had been met and agreed that the appointment should be approved.

Members also discussed the criteria in the policy in respect of the delegation to Staffing Committee to approve all re-employment cases and agreed that there should be no changes to the current criteria as it ensured that the process was open and transparent.

RESOLVED: That

[1] the appointment to the role of advocate be approved.



**NOTES OF THE MEETING OF THE MEMBER TRAINING AND DEVELOPMENT GROUP
held on Thursday, 5 October 2017 at Leadership Team Conference Room - Fire
Service, Clemonds Hey, Winsford, CW7 2UA at 10.00 am**

PRESENT: Councillors D Flude, S Parker and L Thomson.

1 APOLOGIES

Apologies were received from Councillors M Simon and M Tarr.

2 NOTES FROM THE PREVIOUS MEETING

RESOLVED: That

The notes of the meeting held on 6th July 2017 be approved as a correct record.

3 MEMBER DEVELOPMENT PROGRAMME 2017-18 - QUARTERLY MONITORING

The Member Development Programme for 2017/18 was approved at the annual Fire Authority meeting in June and the Member Training and Development Group were asked to review progress against the current programme.

The Governance and Corporate Planning Manager presented the report and provided an update on the delivery of the programme to date. She explained that induction sessions 1 and 2 had been combined and were delivered to the two newly elected Members on 6th July. New Members had also visited Safety Central, NW Fire Control and Fire Service College. Dates would be identified for the sessions on Finance and the IRMP over the coming months to ensure new Members had an overview of the budget setting and IRMP planning processes prior to the meetings to agree the financial and service plans for the coming year.

It was noted that a number of Members had identified further finance training as part of the PDR process and it was proposed that these Members were invited to attend the finance induction session once a date was confirmed. The Chair of the MTDG also requested that all Members be given more information on the position in respect of reserves and the options available for borrowing for the Service. It was suggested that this information be included in the budget update at the Members Planning Day meeting on 10th November.

The Chair informed Members that she had attended a workforce reform visit from the Home Office with the Governance and Corporate Planning Manager to talk about Member engagement. The session covered a number of initiatives being delivered such as the positive action recruitment campaign and culminated in a visit to Safety Central. The team were very impressed with the work being delivered by the Service.

RESOLVED: That

[1] progress on the delivery of the 2017/18 Member Development programme be noted.

**4 MEMBER DEVELOPMENT STRATEGY 2017-18 IMPLEMENTATION PLAN:
QUARTERLY MONITORING**

The Member Development Strategy for 2017/18 was approved by the Fire Authority in December 2016 and it was agreed that the MTDG would monitor the implementation of the Strategy on a quarterly basis. The report included an update on progress made in respect of the implementation plan.

The MTDG discussed progress on the following key objectives:

Objective 2: Review and refresh of the Members PDR process

Agenda item for discussion.

Objective 5: Member Champions – Review of roles

Members agreed the scope of the review and a report providing details of all current champion roles would be submitted to the December meeting.

Objective 6: Continuous Development

Members agreed that the Member satisfaction survey would be carried out on Survey Monkey and would focus on Member development. The Governance and Corporate Planning Manager would send a copy of the proposed questions to the MDTG group for review. It had previously been agreed that Members would be asked to complete the survey as part of the PDR process for 2017/18 which was due to commence in December 2017.

Members also discussed working towards NW Charter Level 2 and it was agreed that this would be reviewed again in 2019.

RESOLVED: That

[1] the content of the report be noted;

[2] the Member Champion review includes all Member champion roles and is submitted to the December meeting; and

[3] the Member Development Survey be carried out on Survey Monkey and commence in December alongside the PDR process.

5 PERSONAL DEVELOPMENT REVIEWS - PROPOSALS FOR 2017-18

The report provided details of the proposals for Personal Development Reviews (PDRs) for 2017-18. The programme of individual PDRs was scheduled to commence in December 2017 and it was proposed that new Members interviews would be carried out in the first phase to discuss if there were emerging development needs that were not covered by the induction process.

The MTDG also discussed the proposal to offer established Members the option to complete the PDR form themselves with the opportunity provided to discuss their development needs with the Learning Development Advisor either by phone or in person at a review meeting, if required. This was agreed by the MTDG.

RESOLVED: That

- [1] the proposals for the delivery of Personal Development Reviews for 2017-18, as detailed in the report and with the option for established Members to choose a more informal approach, be approved.**

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MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 17 October 2017 at P O Conference Room - Fire Headquarters, Cheshire at 10.00 am

PRESENT:

Members:

Councillor J Weatherill

Auditors:

Kevin Lloyd, Mersey Internal Audit Agency

Officers:

Deputy Chief Fire Officer, Mark Cashin (Chair)

Planning, Performance and Risk Manager, Louise Willis

Performance, Planning and Risk Officer, Christine Astall

1 APOLOGIES

Apologies were received from:

Councillor S Nelson

Chief Fire Officer and Chief Executive, Paul Hancock

Director of Governance and Commissioning, Andrew Leadbetter

Head of Finance, Wendy Bebbington

External Auditor – Grant Thornton, Perminder Sethi

2 NOTES FROM THE PREVIOUS MEETING

The notes from the previous meeting of the Board on 28th March 2017 were presented to the Risk Management Board and several matters were discussed.

The Chair queried whether a workshop had taken place for Members on early warning indicators. The Performance, Planning and Risk Officer informed the Board that a workshop had not yet taken place but would be arranged before the next meeting of the Board in March 2018.

The Chair referred the Board to strategic risk '801 – Claim from Historic Insurable Events' in Item 4 of the notes:

"The Chair informed the Board that this risk would begin to reduce over the next few decades as those affected by exposure to asbestos, prior to the introduction of the personal protective equipment policy, reach retirement age."

He informed the Board that "reach retirement age" should be rephrased to "stop being pensioners with the Service" to more accurately reflect the profile of those affected.

The Chair referred the Board to Item 5 of the notes – ‘Alarm/CIPFA Risk Management Benchmarking Exercise 2016’. He queried whether the Service had contacted St Helens Council concerning their work on managing risks with partners. The Performance, Planning and Risk Officer informed the Board that contact had not yet been made and that she would communicate with the Prevention department to ensure that the Service contacted St Helens Council to discuss their work on managing risks with partners.

The Chair referred the Board to the following action arising from Item 6 of the notes – ‘Work Programme 2017/18’:

“[2] Risks falling below the threshold for the strategic risk register be added to the agenda for 13th March.”

He asked the Board to note that the inclusion of *“risks falling below the threshold for the strategic risk register”* referred to those falling just below.

ACTIONS:

- [1] A workshop is to be arranged for Members on early warning indicators prior to the next meeting of the Board in March 2018 (CA/JS).**
- [2] Prevention to contact St Helens Council to discuss their work on managing risks with partners (NE/CA).**

3 ANNUAL REVIEW OF CRISIS MANAGEMENT PLAN

The Operational Support, Risk, Research and Development Lead provided the Board with a verbal update on the Service’s Crisis Management Plan.

He informed the Board that a business continuity exercise had taken place in May 2017. He provided further details of the exercise and the outcomes that had arisen from it which had led to several areas of the plan being reviewed. Outcomes included changes to the Service’s fall-back locations, the inclusion of a tactical support officer for the chair of the exercise (or crisis) and changes to notification methods for communicating with the team. He also highlighted the implications of the Blue Light Collaboration Programme on the Service’s Crisis Management Plan, which included changes to key contacts for departments within the new joint corporate services teams and some of the Service’s plans transferring over to Cheshire Constabulary.

The Chair informed the Board that the exercise had highlighted the value of having an inspector from Cheshire Constabulary in attendance and that the Service could benefit from having an individual in a similar role.

The Board discussed streamlining current business continuity plans and what the Service and Cheshire Constabulary could learn from each other’s business continuity plans. A potential joint exercise between the Service and Cheshire Constabulary was also discussed.

It was agreed that the Chair and Operational Support, Risk, Research and Development Lead would meet to discuss and sign off the updated plan.

RESOLVED: That

- [1] the verbal update on the annual review of the Crisis Management Plan be noted.**

ACTION:

- [1] MC and NM to meet to discuss and sign off the updated plan.**

4 ANNUAL RISK MANAGEMENT POLICY REFRESH

The Performance, Planning and Risk Officer introduced the report which highlighted proposed changes to the Risk Management Policy 2017.

She referred the Board to the Risk Management Policy 2017, which was attached as Appendix 1 to the report. Changes to the policy were highlighted in red throughout the document. She informed the Board that the national definition of risk had changed. She drew attention to the alterations made in section 3 of the policy 'Responsibilities' which reflected that the new joint corporate services team would be the 'gatekeepers' of risk management frameworks for both the Service and Cheshire Constabulary.

The Board discussed working towards a joint process for the Service and Cheshire Constabulary, identifying differences between the two organisations and trying to align their frameworks. It was agreed that the first stage of this process would be identified and initiated before the next meeting of the Board in March 2018.

RESOLVED: That

- [1] Risk Management Board approve the proposed changes to the Policy for publication; and**

ACTION:

- [1] LW and CA to look at the risk management frameworks for the Service and Cheshire Constabulary to begin the process of aligning the frameworks.**

5 REVIEW OF CORPORATE RISK REGISTER

The Planning, Performance and Risk Manager introduced the report which provided information concerning a full review of the Service's risk registers.

She informed the Board that the Planning and Performance team had undertaken meetings with heads of departments, reviewing both departmental and thematic risk registers. Of the 93 risks reviewed, 26 were closed, 3 merged and 18 identified as

having the potential to be closed or merged over the next 3-6 months. Examples of duplicated and closed risks were included in the report.

The Chair highlighted that the review had been useful and welcomed the introduction of quarterly risk review meetings with heads of departments.

RESOLVED: That

[1] the findings of the review be noted.

ACTION:

[1] An explanatory summary be taken to the next meeting of the Board if any of the 18 risks identified to potentially close or merge are left open (LW/CA).

6 REVIEW OF STRATEGIC RISK REGISTER

The Board discussed the Strategic Risk Register provided by Planning and Performance. The following observations were made:

376 – Fire in Iconic Heritage Buildings

The Chair informed the Board that this risk was likely to remain over target unless building owners made considerable financial investments in fire protection measures. The Board discussed the importance of documenting work undertaken by the Service to encourage building owners of heritage premises to invest in reducing this risk. It was agreed that the Head of Protection and Organisational Performance would provide an update on the work undertaken by the Service at the next meeting of the Board in March 2018.

807 – Competing Demands on Resource and Future Funding

The Board agreed that the Chief Fire Officer and Chief Executive should be included alongside the Head of Finance as the owner of this risk.

889 – Lack of Commitment from Housing Providers to Fit Sprinklers

The Board discussed funding for mitigating this risk and the Chair highlighted revisiting the possibility of utilising funding set aside for Unitary Performance Groups to cover the cost of fitting sprinklers.

970 – ESMCP – Financial Implications Should the Airwave Contract Need Extending Beyond 2020

The Chair informed the Board that no national solution had been reached concerning this risk and that the Airwaves project had been extended. The Board discussed the implications of this for the Service, including the cost implications for the Service and inability to make savings as a result of these delays.

971 – IRMP Impact of Change of 2nd Pump at Crewe/Ellesmere Port from Wholetime to On-Call

The Chair informed the Board that a decision was due to be made by the Fire Authority at its meeting in February 2018 which would determine whether this risk would reduce or increase.

ACTIONS:

- [1] SG to provide an update at the next meeting of the Board concerning the Service's work with building owners to mitigate the risk of fires – risk '376 – Fire in Iconic Heritage Buildings'.**
- [2] CA to update risk '807 – Competing Demands on Resources and Future Funding' to include the CFO as a joint owner of the risk alongside WB.**
- [3] GO to determine who will be managing risk '970 – ESMCP – Financial Implications Should the Airwave Contract Need Extending Beyond 2020' following the retirement of the Service's current ESMCP officer.**

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: GRAEME WORRALL

SUBJECT: DRAFT INTEGRATED RISK MANAGEMENT
PLAN 2018-19 (IRMP 15) – INITIAL FEEDBACK

Purpose of Report

1. To provide Members with initial feedback on the consultation programme that is being carried out into the Authority's draft Integrated Risk Management Plan for 2018-19 (IRMP 15).

Recommended: That

- [1] Members note the interim feedback on the consultation programme for the draft 2018-19 Integrated Risk Management Plan.

Background

2. At the meeting of the Authority in September 2017, Members gave their approval for a 12 week consultation programme on the Authority's draft IRMP 15. That programme runs until 2nd January 2018 and information contained in this report is based on views and comments received up to 20th November.
3. The consultation programme involves the holding of a number of public roadshow style events, direct contact with a range of local partner organisations and stakeholders and conduct of a programme of internal consultation events for staff. Taking into account the programme of roadshows and other methods of consultation, it is expected that the final response level will be sufficient to provide a significant degree of confidence in the results of around +/- 5%.
4. This report briefly highlights the progress of the consultation and some of the themes from the feedback so far, with the final report containing details of responses due to be presented to the Fire Authority meeting on 14th February 2018.

Consultation Progress

5. A total of ten public roadshows have been held across Cheshire East, Cheshire West and Chester, Halton and Warrington, with 2,500 consultation packs distributed to residents. In addition to the roadshows, extensive use has been made of the Cheshire Fire and Rescue Service website and social media channels, including the use of paid-for social media advertising to raise awareness of the consultation.

6. Staff have contacted pastoral tutors at colleges across Cheshire to encourage them to raise awareness of the consultation amongst their students and place information on the consultation on their internal communication channels. In addition, information has been sent to the Service's own cadet units to raise awareness amongst young people already in contact with the organisation.
7. Members of staff have also utilised the Cheshire Halton and Warrington Race and Equality Centre's (CHAWREC) consultation panel for black and minority ethnic (BME) residents. Responses from members of this panel are expected to be returned later in December.
8. At the time of writing 275 responses had been received from members of the public, broadly in line with response rates at the same stage of previous consultations. It should be noted that any figures highlighted in this report are indicative only at this stage as responses are still being received.
9. Letters and emails raising awareness of the consultation and encouraging responses have been sent to key stakeholders including:
 - Members of Parliament and Peers;
 - Statutory partners and local authority leaders, chief executives and councillors;
 - Town and parish councils;
 - Members of the Youth Parliament;
 - Local business, commercial and industrial representatives;
 - A range of voluntary, faith and community groups across Cheshire, Halton and Warrington.
10. A programme of 12 internal staff roadshows have been held to provide an update on the draft IRMP as well as to cascade the headline results from the recent staff engagement survey. Additionally, information on the consultation was provided at a management conference on 4th October and a separate conference for on-call managers on 9th October. Information regarding the consultation has been communicated internally through email, the Service intranet and staff newsletters.
11. At the time of writing, approximately 100 members of staff have responded to the consultation on the draft IRMP. This has also been complemented by feedback received through the various staff roadshow events. This is a significant increase compared to the response rate of 49 members of staff at the same stage during last year's consultation.

Initial Results

12. The initial feedback continues to show the high regard in which the Service is held by residents, with 94% saying they value the organisation as a provider of local services. As with last year's survey, these views continue to be shaped largely by perception with 52% of respondents saying they had not had any contact with the Service in the past three years – in 2016 the figure was 55%.

13. Of those who had been in contact with the Service, having a Safe and Well visit was the most likely route (16%), followed by attending a station open day (15%). 9% of respondents came into contact with the Service as a result of a fire or road traffic collision.
14. Overall satisfaction with the performance of the Service stood at 80%, with a further 12% stating they were neither satisfied nor dissatisfied.
15. Public support for the Authority's proposal to increase its Council Tax precept by 1.99% remains strong, with 71% in favour. This compares to 66% last year and 65% the year before that. 10% of residents who responded were opposed to the increase, with 15% neither supporting nor opposing an increase
16. To gain further insight into public perceptions of sprinkler systems, this year's consultation asked whether respondents would consider having a system fitted in their home. 63% of respondents said that they would not consider having a sprinkler system installed. Comments received highlight some concerns around accidental activation of sprinklers and a feeling that existing measures, such as smoke alarms or fire extinguishers, offered sufficient protection.
17. The potential expansion of the cardiac response programme is also covered in the consultation, with 87% of public respondents supporting this proposal compared to 8% who oppose. A further 6% are unsure.
18. This year's consultation asked for comments regarding proposals to review the crewing arrangements at Wilmslow and Penketh fire stations, as well as the provision of the third aerial appliance. A brief summary of comments received appear below:
 - **Penketh Fire Station:** Several comments indicated the preference to maintain the existing crewing arrangement at Penketh Fire Station.
 - **Wilmslow Fire Station:** Commentary provided referenced the support provided by Greater Manchester Fire and Rescue Service and the perception that the on-call model at Wilmslow was not effective, particularly at night. Other comments highlighted the growth of Wilmslow and surrounding areas as a factor in their preference for increased fire cover.
 - **Third aerial appliance:** The majority of comments indicated a preference to retain the use of a third aerial appliance. A small number of comments questioned whether a third aerial appliance could be placed in an alternative location.
19. The consultation also asked for views on potential replacement fire stations at Chester, Crewe, Ellesmere Port and Warrington. Some commented on the potential benefits of sharing space with other emergency services as well as the need to consider public access or traffic congestion. A summary of comments received for each location appear below:
 - **Chester:** One respondent felt that given the heritage risk, a fire station needed to be within close proximity of the city centre.
 - **Crewe:** The majority of comments received relating to Crewe concerned a preference for maintaining two wholetime fire engines at the station. One

respondent felt that the current site was in the optimum location though the building was in need of upgrading. Another respondent felt that a fire station in Crewe should be near to the town centre.

- **Ellesmere Port:** Views received expressed a desire to keep the site of a replacement station in the current or an equally central location. Several comments were made about the need to maintain two wholetime fire engines in Ellesmere Port.
- **Warrington:** Two comments highlighted that the current site on Winwick Road can be subject to heavy traffic congestion.

Financial Implications

20. The consultation programme and associated promotion and publicity has been delivered through the use of existing departmental budgets and staff from the joint police/fire corporate communications team.

Legal Implications

21. Publication of the final IRMP for 2018-19 by 31st March 2018 will fulfil the Authority's statutory responsibility.

Equality and Diversity Implications

22. The consultation programme was developed to maximise opportunities to involve local residents by reflecting issues highlighted in the impact assessment for the Corporate Consultation and Engagement Strategy. This and all corporate consultations include monitoring questions so that analysis can identify potential differences between respondents' views according to age, sex, location, etc.

Environmental Implications

23. None.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: 2018-19 DRAFT BUDGET, COUNCIL TAX AND
MEDIUM TERM FINANCIAL PLAN

Purpose of Report

1. To present the Authority's draft 2018-19 budget and the current approved Medium Term Financial Plan (MTFP).

Recommended: That

- [1] the information relating to the 2018-19 budget setting together with the MTFP be noted.

Background

2. The Authority is required to approve an annual budget and set a council tax precept by mid-February. As part of the budget setting process, the Authority must consider all relevant factors including the likely impact of policy options, the economic climate, funding and the demands on the service.
3. This is the first of two budget reports with the final report being considered by the Authority in February 2018. It sets the context by reviewing: the 2017-18 budget set last February; the changes since then and the impact on the MTFP; the risks to the assumptions used; and finally the impact on the reserves.

Cheshire Fire Authority 2017-18 Budget

4. On 14 February 2017, the Authority approved the 2017-18 net budget requirement of £41.3m funded by council tax precept of £26.8m and Government grants through the Settlement Funding Assessment (a combination of Revenue Support Grant and Business Rates) of £14.5m.
5. At the same meeting the Authority also approved a capital investment programme of £1.8m funded from capital receipts and reserves.

Changes Since Budget Setting

6. Within the 2017-18 approved budget, anticipated savings from the proposed changes at Crewe and Ellesmere Port were included. The Authority approved a delay in implementing changes pending a review with the shortfall in savings

being funded from reserves. The outcome of the review will be presented to the Authority at the February meeting.

7. At the 20 September 2017 Authority meeting, approval was given to the training centre programme and Sadler Road requirements subject to successful procurement being undertaken at an estimated cost of £9m.
8. The 2017-18 budget and MTFP were approved based on the 1% public sector pay cap in place at that time. Since then for firefighters, negotiations have taken place with a 2% pay award from July 2017 and a further 3% from April 2018 offered but not yet been agreed with the trade union. The pay award for all other staff is still unknown.
9. The Chancellor will present his Autumn budget on 22 November and a verbal update will be presented at the meeting.

Funding of Cheshire Fire Authority

Government Funding

10. In the 2016-17 Local Government Finance Settlement, the Government included a provisional four year funding allocation from 2016 to 2020. Authorities were required to submit a four year Efficiency Plan in order to secure this fixed allocation. The Authority approved its Efficiency Plan at its meeting on 21 September 2016 which successfully secured the fixed funding allocation.
11. In the recent Department of Local Government and Communities (DCLG) consultation on this year's Settlement, the Government stated:

'Government will need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the Government intends to present these figures to parliament as part of the 2018-19 provisional local government finance settlement in due course.'
12. This indicates that unless there are exceptional circumstances, the allocation should remain in line with the current assumptions built into the MTFP. This will be confirmed when the provisional settlement is published towards the end of December.
13. The MTFP period extends beyond the period of the four-year settlement and while the Government has spoken about extending the timescale for balancing the budget until the next parliament, there remains a significant savings target that has yet to be allocated across the Government Departments. The MTFP currently includes a forecast reduction to follow the four year settlement period of a further 5%.

Council Tax

14. The Authority is a precepting authority which means that part of the council tax bill for each of the four local authorities within Cheshire provides funding to the Authority. It is the responsibility of the Authority to set the level of precept as part of the budget setting process. While the decision is for the Authority, the Government has placed a capping limit of 2% for a number of years on the level of year on year increase that can be applied. For 2017-18 the Authority set its precept on a Band D property at £73.29, an increase of 1.99% from the previous year. The MTFP assumes the same percentage increase each year.
15. In the same consultation mentioned in paragraph 11, DCLG asked:

"Do you have views on whether additional flexibilities are required for particular categories of authority? What evidence is available to support this specific flexibility?"
16. There is not indication whether any flexibility will be available at this point. However, if it were possible to increase Council Tax beyond 2% each extra 1% would provide around £277k additional funding.
17. In addition to the precept rate, funding from council tax can also change due to the taxbase. The taxbase is the number of council tax bills issued by the local authorities, adjusted for benefits, discounts and debt etc. As new houses are built or the adjustments made, the taxbase can increase, providing further funding to the Authority whether the actual precept level increases or not. The MTFP includes an assumed increase in taxbase in line with those estimated by the local authorities who compile the data.

Medium Term Financial Plan (MTFP)

18. Appendix 1 shows the current MTFP approved at the Authority meeting in February 2017 based on the following assumptions:
 - Settlement Funding Assessment as per the four year settlement
 - 5% reduction in Government funding thereafter
 - Precept increase of 1.99% year on year
 - Taxbase increases in line with local authorities forecasts
 - Pay inflation of 1%
 - Non-pay inflation of 2%
19. The MTFP has been compiled based on the assumption that the savings required in each year are agreed and delivered in full. Any savings not achieved will add to the following year's savings.
20. Over the past few weeks officers have developed a list of growth proposals and savings for the 2018-19 budget. These are currently being scrutinised by Service Management Team. Early indications show that there is £1.4m in

growth demands with some of this call on reserves offset by savings proposals of approximately £1m. Full details of these proposals will be presented to Members for consideration at their planning day in January.

Capital Programme

21. Up to 2014, the Authority received capital grants from the Government in support of its capital programme. Since then all capital investment has been funded from the Authority's own reserves unless specific funding was available. The Authority has been very successful in bidding for and achieving specific grant funding towards both the safety centre and fire station builds.
22. The level of reserves currently held will not be sufficient to fund the current and proposed capital programmes and borrowing will be required going forward. A report discussing the borrowing options is included elsewhere on the agenda.

Reserves

23. Section 25 of the Local Government Act 2003 requires the Treasurer to present a report assessing the adequacy of the unallocated reserves in the context of operations demands together with corporate and financial risks facing the Authority. This will be presented as part of the budget report in February.
24. While holding reserves is a recognised and recommended financial management tool, the levels of such reserves must remain prudent, appropriate to the level of risk and opportunity and neither too excessive nor too modest. Members need to balance the necessity for reserves against the cost to council taxpayers and arrive at a level that is both prudent and adequate given the current funding arrangements and proposed spend.
25. As part of the MTFP and Budget Report, a Reserves Strategy was approved by the Authority in February 2017. This set out the reserves held and their intended usage.
26. The approved Training Centre project will cost £9m which, alongside the annual replacement and maintenance capital schemes, will utilise all reserves earmarked for capital purposes within the next few years. Those remaining earmarked reserves in support of revenue projects such as sprinklers are currently being reviewed and the updated Reserves Strategy will be presented to the Authority at its February 2018 meeting.

Risks

27. While there are always risks associated with financial assumptions, these assumptions are reviewed and benchmarked against other Fire and Rescue

Services within the region. When any material change takes place the MTFP is updated and reported to the Authority.

28. As previously mentioned, there are a number of savings assumptions already included in the MTFP. These are ambitious savings and need to be monitored closely to ensure delivery. The risk of non-delivery places increasing burden on future years.
29. Although there are indications that the Government funding will be in line with the four-year agreed allocation, until the actual financial settlement is published each December, there remains a risk that the amount may change.
30. Finally, while close consultation with the four local authorities is on-going, the risk that the forecast for the taxbase used for council tax and the business rates allocated to the Authority may be materially different. This could, of course be favourable as well as adverse.

Financial Implications

31. The financial implications are covered in the report.

Legal Implications

32. The Authority is required to approve a balance budget and set its precept charge on the council tax by mid-February 2018.

Equality and Diversity Implications

33. This is a strategic report that does not contain detailed proposals that have any equality and diversity implications. The detailed proposal may have such implications but will be identified as each is assessed.

Environmental Implications

34. This is a strategic report that does not contain detailed proposals that have any environmental implications. The detailed proposal may have such implications but will be identified as each is assessed.

Conclusion

35. This report reflects the current information and data that has an impact on both the MTFP and forthcoming 2018-19 budget. It also reflects the risks to the assumptions used and the potential impact this may have on the Authority's funding.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD

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BACKGROUND PAPERS: NONE

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Cheshire Fire Authority Medium Term Financial Plan : 2016-17 to 2020-21

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|--|---------------|---------------|---------------|---------------|----------------|
| | £000 | £000 | £000 | £000 | £000 |
| Base Budget pre additions and savings | 42,382 | 42,093 | 40,783 | 40,352 | 40,894 |
| Additions: | | | | | |
| Revenue Growth | 293 | 1,190 | 300 | 800 | 400 |
| Inflation (pay 1.5% in 2016-17 and 2017-18, then 1%; non pay 2%) | 678 | 660 | 518 | 524 | 537 |
| Section 31 grants Business Rates | 37 | (48) | 48 | 0 | 235 |
| Other savings | (900) | (2,282) | (710) | (710) | (777) |
| IRMP/Capital reserve | (446) | (830) | (587) | (72) | 0 |
| Provision for non collection | 50 | 0 | 0 | 0 | 0 |
| Revised Total Budget Requirement | 42,093 | 40,783 | 40,352 | 40,894 | 41,289 |
| Base Funding b/fwd | | | | | |
| Council Tax | 24,513 | 25,541 | 25,933 | 26,713 | 27,516 |
| Settlement Funding Assessment | 17,436 | 16,098 | 14,417 | 13,639 | 13,378 |
| Total Base Funding | 41,949 | 41,639 | 40,350 | 40,352 | 40,894 |
| Add Increases \ (Decreases) in Funding: | | | | | |
| Increase in council tax (1.99%) | 498 | 0 | 515 | 531 | 548 |
| Increase //(Reduction) in council taxbase | 530 | 392 | 264 | 272 | 281 |
| Surplus / (Deficit) on collection fund : | | | | | |
| Council Tax | 457 | 360 | 0 | 0 | 0 |
| Business Rates | (152) | (123) | 0 | 0 | 0 |
| Additional business rates | 149 | 196 | 0 | 0 | 0 |
| Transition Grant | 63 | 16 | (79) | 0 | 0 |
| Settlement Funding Assessment | (1,401) | (1,697) | (699) | (261) | (434) |
| Total movement in funding | 144 | (855) | 2 | 542 | 394 |
| Total Available Funding | 42,093 | 40,783 | 40,352 | 40,894 | 41,289 |
| Total Efficiencies required 2017-18 to 2020-21 | | | | | (4,479) |
| Precept for a Band D Property | 71.86 | 71.86 | 73.29 | 74.73 | 76.21 |

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: EXTERNAL AUDITORS

SUBJECT: ANNUAL AUDIT LETTER FOR CHESHIRE FIRE
AUTHORITY: YEAR ENDED 31ST MARCH 2017

Purpose of Report

1. To present the Annual Audit Letter for the Fire Authority. Representatives from Grant Thornton will attend the meeting to present to Members.

Recommended: That

[1] the Annual Audit Letter for Cheshire Fire Authority for the year ended 31st March 2017 be noted.

Information

2. The 2016-17 Annual Audit letter from the Authority's External Auditors, Grant Thornton, is attached as an Appendix to this report. The letter summarises the key findings arising from the Audit.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804
BACKGROUND PAPERS: NONE

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The Annual Audit Letter for Cheshire Fire Authority

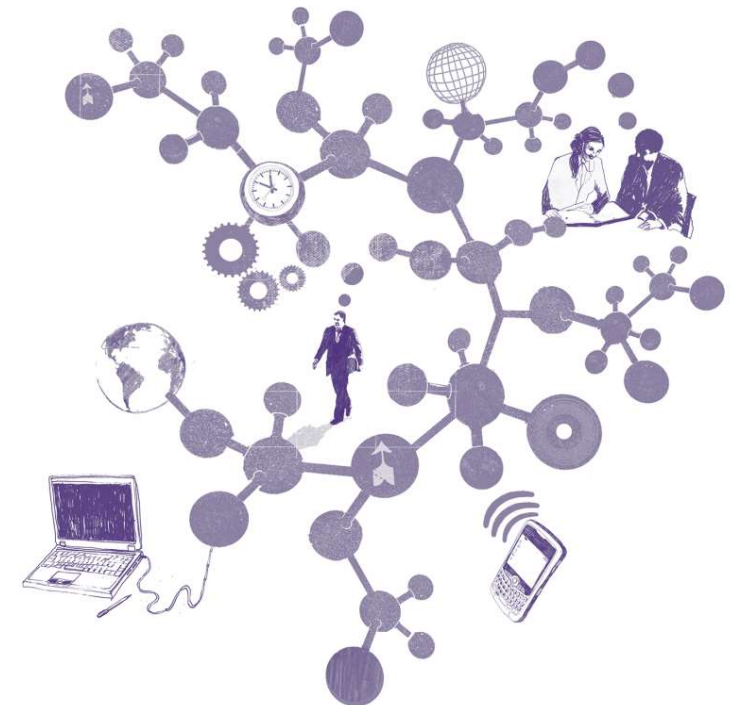
Year ended 31 March 2017

18 October 2017

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A Reports issued and fees

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Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work we have carried out at Cheshire Fire Authority (the Authority) for the year ended 31 March 2017.

This Letter provides a commentary on the results of our work to the Authority and its external stakeholders, and highlights issues we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Authority (as those charged with governance) in our Audit Findings Report on 20 September 2017.

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Authority's financial statements (section two)
- assess the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Authority's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Financial statements opinion

We gave an unqualified opinion on the Authority's financial statements on 22 September 2017.

Value for money conclusion

We were satisfied that the Authority put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2017. We reflected this in our audit report on 22 September 2017.

Certificate

We certified that we had completed the audit of the accounts of Cheshire Fire Authority in accordance with the requirements of the Code on 22 September 2017.

Working with the Authority

The Accounts and Audit Regulations 2015 bring forward the approval and audit of the financial statements to 31 May and 31 July respectively from the 2017/18 financial year. We have continued to work closely with your finance team during the year to bring forward work in preparation for next year. The Authority's finance team is well placed to meet the earlier closedown requirements in 2017/18.

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Authority's officers and members.

Grant Thornton UK LLP
18 October 2017

Audit of the accounts

Our audit approach

Materiality

In our audit of the Authority's accounts we applied the concept of materiality to determine the nature, timing and extent of our work, and to evaluate the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Authority's accounts to be £847k which is 2% of the Authority's gross revenue expenditure. We used this benchmark, as in our view, users of the Authority's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

We also set a lower level of specific materiality for related parties and senior officer remuneration of £20k and £5k respectively. We set a lower threshold of £42k above which we reported errors to the Authority meeting in our Audit Findings Report.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance they are free from material misstatement, whether caused by fraud or error. This includes assessing whether:

- the Authority's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by management are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the narrative report and annual governance statement to check they are consistent with our understanding of the Authority and with the accounts included in the Statement of Accounts on which we gave our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Authority's business and is risk based.

Audit opinion

We gave an unqualified opinion on the Authority's accounts on 22 September 2017, in advance of the 30 September 2017 national deadline.

The Authority made the accounts available for audit in line with the agreed timetable, and provided a good set of supporting working papers. The finance team responded promptly and efficiently to our queries during the audit.

Issues arising from the audit of the accounts

We reported the key issues from our audit of the Authority's accounts to the Authority meeting on 20 September 2017. We identified no adjustments affecting the Authority's reported financial position. We recommended a number of minor adjustments to improve the presentation and disclosure of the financial statements which the Authority actioned.

Audit of the accounts

Issues arising from the audit of the accounts continued

Last year we raised the accounting treatment by the Authority of its 25 per cent share in North West Fire Control (NWFC), which is assessed as a joint operation. Whilst income and expenditure is included within the Authority's accounts, its share of assets and liabilities are excluded on the basis of not being material. International Financial Reporting Standard (IFRS) 11 requires all income, expenditure, assets and liabilities to be included and reflected in the Authority's accounts. In our view, the Authority's share of assets and liabilities should be reflected in the financial statements. We understand the Authority is in discussions with its partners and is considering the appropriate treatment going forward.

Annual Governance Statement and Narrative Report

We were required to review the Authority's Annual Governance Statement and Narrative Report. It published them on its website with the draft accounts in line with the national deadlines.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Authority and with our knowledge of the Authority.

Other statutory duties

We also have additional powers and duties under the Act, including powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Authority's accounts and to raise objections received in relation to the accounts.

We have not identified any issues that have required us to apply our statutory powers and duties under the Act.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2016 which specified the criterion for auditors to evaluate:

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

Key findings

The Authority set a balanced budget for 2016/17 which formed the first year of its Medium Term Financial Strategy (MTFS) for the 4 year period to 2019/20. The actual 2016/17 outturn position was an underspend of £1.5m against a revised budget of £42.03m, increasing the Authority's general reserves to £7.99m at the year end. The main reasons for the underspend were lower than anticipated pay costs, unutilised contingencies and business rate income received. The Authority is keen to use any underspend to help support the changes needed to the Authority's service delivery models.

During the year, the Authority also spent £13.1m on capital (non current assets), with the main areas of spend relating to the construction of two new fire stations at Powey Lane, Mollington, and Penketh, and the on-going construction costs of Lymm Fire Station and Safety Central, fire appliances and other vehicles and operational equipment.

During 2017/18 the Authority will open the new Lymm Fire Station and Safety Central which includes interactive hi-tech learning zones designed to simulate the most common avoidable harms in the community.

For 2017/18, the Authority set a budget of £41.3m. The budget aims to deliver a year end break even position.

The Authority's Medium Term Financial Plan covering the period 2016/17 to 2019/20 incorporates the comprehensive spending review and the future financial challenges faced by the Authority. The Authority needs to deliver some £4.0m in savings between 2016/17 and 2019/20 of which £2.3m relate to 2017/18. The Authority aims to achieve these savings through changes to its service delivery models. Whilst the Authority consider these savings challenging, they believe they are achievable.

The Authority continues to develop the Blue Light Collaboration project with Cheshire Police to integrate back-office and professional services. The arrangements for closer working are overseen by the Blue Light Collaboration Board. The Authority agreed previously to co-locate its headquarters to the current Police headquarters at Clemonds Hey to foster closer working arrangements as well as generate financial efficiencies for both organisations. The transition to the Police headquarters has commenced and is expected to be completed during the autumn of 2017. The provision of joint support services to both Fire and Police has also commenced with IT services now being delivered jointly. The remaining services will transfer to joint provision during 2017/18.

The Authority has invited the Cheshire Police and Crime Commissioner to join the Fire Authority as a member. This should help develop further integration between the Fire Authority and Police.

We updated our risk assessment during the final accounts audit and did not identify any further risks where we need to perform work.

Overall VfM conclusion

We are satisfied that in all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services to Cheshire Fire Authority.

Fees 2016/17

| | Proposed fee £ | Final fee £ |
|---|-------------------|----------------|
| Authority audit | 29,860 | 29,860 |
| Total audit fees (excluding VAT) | 29,860 | 29,860 |

The proposed fees for the year were in line with the scale fee set by Public Sector Audit Appointments Ltd (PSAA).

Fees for other services

| Service | Fees £ |
|---------|--------|
| None | - |

For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to the Authority. No non-audit or other audit related services have been undertaken for the Authority.

Reports issued

| Report | Date issued |
|-----------------------|--------------|
| Audit Plan | March 2017 |
| Audit Findings Report | August 2017 |
| Annual Audit Letter | October 2017 |



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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: TREASURY MANAGEMENT – MID YEAR
REPORT 2017-18

Purpose of Report

1. To update Members on performance against the Authority's Treasury Management Strategy (TMS).

Recommended That:

- [1] the report be noted; and
- [2] approval be given to revised limits to borrowing activity as detailed in paragraphs 14 to 18.

Background

2. Treasury Management involves the management of the Authority's cash flows, banking, money market and capital market transactions, together with the effective control of the risks associated with those activities.
3. The Authority agreed its annual TMS for 2017-18 at its meeting on 14th February 2017.
4. The table below shows the Authority's treasury portfolio at the end of September 2017:

| Treasury Portfolio | Balance 31 March 2017 £'000 | Balance 30 Sept 2017 £'000 | Movement during the year £'000 |
|---------------------------|--|---|---|
| Long term borrowing | (1,903) | (1,903) | 0 |
| Investments | 18,577 | 22,050 | 3,473 |
| Net position | 16,674 | 20,147 | 3,473 |

Information

Investments

5. The Authority continues to maintain high levels of cash which are suitably invested.

Funding of Programmes

6. Over recent years, the Authority has funded the capital (and revenue) costs of its Emergency Response Programme and other Integrated Risk Management Plan related programmes from reserves and capital grant.
7. Looking ahead, it seems almost certain that there will be no further capital grant funding for fire authorities. As a result, the ongoing requirement to fund an annual capital programme for essential vehicle and equipment replacement and funding required for the recently approved Training Centre project, would see available reserves being completely exhausted by March 2022.
8. The increase in investments in the first half of 2017 is due to the temporary positive cash flow implications of receiving annual Firefighters Pension Government Grant in July each year.
9. The Authority continues to invest prudently in line with its agreed investment policy. At 30th September 2017 the Authority had the following investments:

| Investments | £000 |
|--------------------|---------------|
| Lloyds | 7,050 |
| Goldman Sachs | 10,000 |
| Santander UK | 5,000 |
| Total | 22,050 |

Borrowing

10. The Authority's overall long term borrowing position at 30th September 2017 is a total of £1,903k. The Authority has Public Works Loan Board loans of £1,892k. The Authority also has an interest free loan with Salix of £22k, but £11k of the Salix loan will be repaid in the current financial year and so is treated as short term borrowing, leaving £11k to be included as long term borrowing.
11. The 2017-18 TMS states that whilst interest rates for investments remain low, the Authority will finance its capital programme from its cash reserves as far as possible. However, as mentioned above, continuation of this approach would result in available reserves being completely exhausted by March 2022.
12. In view of this and in light of the recent rise in interest rates and potential for further increases, it is clear that consideration now needs

to be given to taking out new borrowing. Borrowing to finance the Training Centre project would enable the Authority to take advantage of current low borrowing rates and to maintain sufficient cash resources to finance its existing ongoing capital expenditure commitments along with new and emerging capital expenditure needs.

13. A separate report to this meeting therefore considers the issue of borrowing to finance the Training Centre project in further detail.

Treasury Prudential Indicators – Limits to Borrowing Activity

14. The Authority is required to set approved limits for its external borrowing as part of its TMS each year. For 2017-18 these were set in line with the approach that no new borrowing would be required as all planned capital expenditure would be financed from reserves.
15. As discussed above, consideration is now being given to financing the recently approved Training Centre project from new borrowing rather than from cash reserves. In view of this it is recommended that Members amend the currently approved 2017-18 borrowing limits as per the table in paragraph 16 to enable new borrowing of up to £9m.

Operational Boundary for External Debt

16. External debt is not expected to exceed this limit.

| Operational Boundary | 2017-18 Original £m | 2017-18 Revised £m |
|-----------------------------|------------------------------------|-----------------------------------|
| Borrowing | 2,032 | 11,032 |
| Other long term liabilities | 60 | 60 |
| Total | 2,092 | 11,092 |

Authorised Limit for External Debt

17. This indicator demonstrates a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Fire Authority. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

| Authorised Limit | 2017-18 Original £m | 2017-18 Revised £m |
|-----------------------------|------------------------------------|-----------------------------------|
| Borrowing | 4,032 | 13,032 |
| Other long term liabilities | 100 | 100 |
| Total | 4,132 | 13,132 |

18. In agreeing these revised limits, it should be noted that the Authorised Limit for 2017-18 will be the statutory limit determined under Section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all authorities' plans, or those of a specific authority, although this power has not yet been exercised.

Compliance with Prudential Indicators.

19. The following table compares the estimated performance on key Prudential Indicators in 2017-18 against those which are currently approved. The estimated performance figures below all reflect the current strategy of funding all capital expenditure from reserves. In the event that Members decide to take out new borrowing during 2017-18 the indicators below will be restated and reported to the Authority in the Treasury Management Strategy 2018-19 which will be presented to Fire Authority in February 2018.

| Prudential Indicator | 2017-18 Indicator | 2017-18 Estimated Performance |
|--|--------------------------|--------------------------------------|
| Capital Expenditure | £3,605k | £3,845 |
| Every effort is made to avoid slippage so these two numbers should be as near to each other as possible. Higher estimated expenditure results from the addition of some initial Training Centre project expenditure in 2017-18 following approval in September 2017, partly offset by some forecast variances from the approved 2017-18 programme. | | |
| Ratio of financing costs (borrowing costs to revenue streams) | 1.22% | 1.22% |
| This measures the impact on Council Tax of the increase in borrowing cost has on precept as a ratio. At this stage, there is no estimated change, however should the authority decide to take out new borrowing in 2017-18 then this ratio will increase. | | |
| Capital Financing Requirement (CFR)(underlying need to borrow) | £7,133 | £7,134k |
| This reflects the current strategy of the Authority in fully funding capital from reserves. | | |

| | | |
|--|-------------------------------------|---------|
| Gross borrowing requirement (compares CFR to actual debt) | £5,205k | £5,206k |
| This shows the CFR less outstanding debt. The Authority's current strategy of fully funding from reserves means that this would remain fairly low for the life of the MTFP. | | |
| Authorised limit for external debt. | £4,132k | £1,928k |
| This is the limit of debt which the Authority has approved. This report recommends that £9m is added to the current limit to facilitate potential borrowing towards the Operational Training Centre project. If approved this 2017-18 indicator will be revised to £13,132k. | | |
| Operational boundary for external debt | £2,092k | £1,928k |
| This is the estimated likely level of debt given the current capital programme. This report recommends that £9m is added to the current limit to facilitate potential borrowing towards the Operational Training Centre project. If approved this 2017-18 indicator will be revised to £11,092k. | | |
| Fixed interest rate exposure | 100% | 100% |
| This reflects the current debt position, as all debt is at a fixed interest rate. This offers certainty and protects the Authority from interest rate volatility. The debt the Authority has was all taken out before the financial crisis, and the subsequent significant lowering of interest rates. | | |
| Variable interest rate exposure | 40% | 0% |
| The estimate reflects the current debt position of the Authority. Should further borrowing be approved, having this prudential indicator set at 40% will allow room to be flexible whilst determining the most cost effective borrowing solution. | | |
| Investment periods | £5,000k only for more than 364 days | Nil |
| This protects against a lack of flexibility in the Authority's investments and is being adhered to. | | |

Financial Implications

20. The subject of this report is financial.

Legal Implications

21. The TMS is required in order to comply with the Local Government Act 2003, the 2009 CIPFA Treasury Management Code of Practice and the latest investment guidance from Central Government which came into effect in April 2010.

Equality & Diversity Implications

22. There are no known equality and diversity issues arising from this report.

Environmental Implications

23. There are no known environmental issues arising from this report.

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BACKGROUND PAPERS: None

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: CAPITAL, RESERVES AND BORROWING

Purpose of Report

1. To outline the Authority's capital position; to confirm the Authority's reserves position; to explain the current borrowing context; and to seek authority to borrow.

Recommended: That Members

- [1] Approve the use of borrowing to fund the training centre project (and associated works) at Sadler Road to preserve reserves for other matters requiring capital expenditure.
- [2] Authorise the Head of Finance in consultation with the Chief Fire Officer and Chief Executive to borrow up to £9m from the Public Works Loan Board when the time is right and using the best available option at that time.

Background

CAPITAL

Capital Grant

2. The Authority, like other public sector bodies used to receive an annual capital grant from the Government. Since 2014 the Authority has not received an annual capital grant. It seems extremely unlikely that such a grant will be reintroduced under the current financial constraints.
3. The Authority has been successful in securing specific capital grant which helped to fund two of the new fire stations and the safety centre. Unfortunately, there have been no opportunities to bid for specific capital grant in recent years. There is no indication that such opportunities will arise again under the current financial constraints.
4. It is considered prudent to plan on the basis that there will be no form of capital grant from the Government in future.

Capital Expenditure

5. Since 2014 the Authority has invested significant sums in buildings, fire appliances and operational equipment. This capital expenditure has been funded from specific capital grants and reserves. This has helped to mask the underlying requirement for regular capital expenditure, e.g. replacement of fire appliances, which in the past would have been funded from annual capital grant from the Government. This regular capital expenditure is obviously necessary to ensure that fire appliances and operational equipment can be replaced at appropriate intervals. It is estimated that the current level of regular capital expenditure that is required (for fire appliances and operational equipment – with no allowance for IT replacement costs) is circa £1.5m to £2m at current costs.
6. Once reserves are exhausted the Authority will need to borrow in order to fund this regular capital expenditure. The cost of borrowing will need to be funded from revenue, which means that savings will need to be found in order to fund this regular capital expenditure.

Capital Investment

7. The Authority has allocated £9m for the training centre project (and associated works) at Sadler Road.
8. The Authority's regular capital expenditure over the next four years is expected to be in the region of £7m.
9. The Authority has aspirations (or needs) to replace two or three of its existing fire stations, which will cost between £3.5m and £5.5m at current costs.
10. The Authority will also need to invest in its other fire stations (and its houses). Whilst it is difficult to offer a worthwhile figure for this it is clear that it will be a considerable sum to be spent over the next four or five years.
11. It is clear that a significant proportion of this capital investment will need to be funded by borrowing.

RESERVES

12. At the 1 April 2017, the Authority held £28.1m in reserves as shown in the table below.

| | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | 31-Mar-22 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| IRMP related | (10,216) | (8,221) | (3,489) | 682 | 1,282 | 1,282 |
| Capital receipts | (340) | (372) | (342) | (312) | (281) | (250) |
| Capital Grants unapplied | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Reserves | (2,137) | (1,682) | (222) | 180 | 582 | 983 |
| Resource Centre Mgrs | (6,574) | (4,541) | (4,331) | (4,059) | (3,659) | (3,908) |
| Community Risk Reduction | (441) | (430) | (430) | (430) | (430) | (430) |
| UPG | (372) | (372) | (122) | (122) | (122) | (122) |
| Total earmarked reserves | (20,080) | (15,618) | (8,936) | (4,061) | (2,628) | (2,445) |
| General Reserve | (7,986) | (6,467) | (6,467) | (6,467) | (6,467) | (5,818) |
| Total usable reserves | (28,066) | (22,085) | (15,403) | (10,528) | (9,095) | (8,263) |

13. Based on the anticipated levels of capital investment the reserves set aside for such purposes will be exhausted in 2019/20 as shown in the table above (red figures). As reserves run out, the main source of funding will have to be borrowing.

14. The Resource Centre Managers reserve covers a number of areas under the directions of the Heads of Department. The key areas are funds to support fire prosecutions; staff related – e.g. ill health pensions, training etc.; insurance; replacement of some operational equipment; ICT replacement; and property related costs.

BORROWING

Current loans

15. At the 31 March 2017, the Fire Authority held £1.9m of outstanding debt. Apart from one small loan of £22k which will be repaid shortly, the remaining loans are all maturity loans repayable at the end of the loan period. This is summarised in the table below.

| Type of loan | Start Date | Maturity Date | Original Principal | Interest Rate |
|----------------------|------------|---------------|----------------------|---------------|
| PWLB loan - Maturity | 16/11/1999 | 31/03/2025 | £467,000.00 | 4.2500 |
| PWLB loan - Maturity | 13/04/2000 | 31/03/2024 | £426,000.00 | 4.8750 |
| PWLB loan - Maturity | 21/06/2002 | 31/03/2027 | £119,000.00 | 5.3750 |
| PWLB loan - Maturity | 22/12/2005 | 31/03/2020 | £880,000.00 | 4.3500 |
| | | | <u>£1,892,000.00</u> | |

Interest rates

16. Since the financial crisis, the Bank of England has reduced and maintained interest rates at historically low rates. Following the Brexit vote, the rate was reduced further to 0.25%. At the Bank of England Monetary Policy Committee on 2 November 2017, the base rate was increased by 0.25% to 0.5% (the rate prior to the Brexit vote). The Governor of the Bank of England has stated that this is the first step to raising interest rates but that this would move forward at a slow and steady pace.
17. Given the information above, it is clear that interest rates are going to rise albeit at a measured pace and with the level of reserves forecast to be fully utilised by 2022, with no annual capital grant funding, borrowing will be required – it is just a question of when.

Options for borrowing

18. The Public Works Loan Board (PWLB) is a statutory body that issues loans to local authorities, and other specified bodies, from the National Loans Fund. This is not the only option available – the Authority could borrow from the money market, banks etc., if one of those options offered value for money. At present, the PWLB offers favourable interest rates and the following shows the options available. There are three types of PWLB loans available:
 - Annuity (or Equal Repayments): fixed half-yearly payments to include principal and interest.
 - Equal Instalments of Principal (EIP): equal half-yearly instalments of principal together with interest on the balance outstanding at the time.
 - Maturity: half-yearly payments of interest only, with a single repayment of principal at the end of the term.
19. Based on the interest rates applicable on 20 November, the following shows the cost of each type of loan for the sum of £9m (the budget for the training centre project and associated works). For the maturity loan, an amount is set aside each year over the length of the loan to ensure sufficient cash is available at the end of the term to repay the loan, in line with the prudential requirements. For the other two types of loans, the payment made each year includes some repayment towards the capital so has reducing interest over the life of the loan.

| | | | <u>Total Interest</u> | <u>Per annum</u> | | <u>Total Paid</u> |
|----------|----------|-------|-----------------------|------------------|---------------------|-------------------|
| Annuity | 50 years | 2.90% | £8,104,108 | £342,082 | | £17,104,108 |
| | 40 years | 2.92% | £6,315,254 | £382,881 | | £15,315,254 |
| | 30 years | 2.78% | £4,327,652 | £444,255 | | £13,327,652 |
| EIP | 50 years | 2.93% | £6,658,425 | £442,382 | reducing by £6k pa. | £15,658,425 |
| | 40 years | 2.89% | £5,267,025 | £558,474 | reducing by £7k pa. | £14,267,025 |
| | 30 years | 2.72% | £3,733,200 | £542,760 | reducing by £8k pa. | £12,733,200 |
| Maturity | 50 years | 2.65% | £11,925,000 | £418,500 | | £20,925,000 |
| | 40 years | 2.71% | £9,756,000 | £468,900 | | £18,756,000 |
| | 30 years | 2.89% | £7,803,000 | £560,100 | | £16,803,000 |

Financial Implications

20. Under the CIPFA Prudential Code adopted under the Treasury Management Strategy, the Authority has a right to borrow providing it is deemed prudent. The Prudential Indicators demonstrate this position and are reported to Members annually at the February Fire Authority meeting as well as at the mid-year review. The £9m borrowing meets the requirements of this code.

Legal Implications

21. The Authority has a legal right to borrow.

Equality and Diversity Implications

22. This report does not have any equality and diversity implications.

Environmental Implications

23. This report does not have any environmental implications.

Conclusion

24. Reserves are now fully committed and with the regular capital expenditure costing £1.5m to £2m every year, there is no funding available and borrowing becomes inevitable. Interest rates are currently at historically low levels and therefore, borrowing now offers the most cost effective option.

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BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: WRITE OFF OF ASSETS

Purpose of Report

1. To confirm the write off of assets prior to the commencement of the programme of works at Sadler Road (training centre, vehicle workshop etc.)

Recommended: That

[1] Members agree to the write off of assets valued at £39,896.15.

Background

2. The Authority's Constitution contains financial regulations that specify the requirements for write off of assets with different rules applying dependent upon the values involved.
3. Members are required to make decisions concerning write off where the value is greater than £10k.

Information

4. Moves associated with Blue Light Collaboration, efforts to modernise the vehicle workshop and the impending programme of works at Sadler Road have led to a significant 'stock-take' (e.g. checking stocked items that have not been required for long periods and identifying obsolete items) and tidy up (e.g. sifting through items stored in shipping containers at the bottom end of the Sadler Road site).
5. This led to the preparation of a long list of items that are considered to be surplus to requirements (for a variety of reasons). The items on the list range in value from one pence (screws) to over £1,400 (gas detector). Some are single items (the gas detector) with other items running to more than a thousand (labels).
6. The values contained in the list are shown on the Authority's financial system which is to be replaced as part of Blue Light Collaboration. However, many items have no 'real' value.

7. The list had been discussed with the joint Head of Finance.

Financial Implications

8. The financial implications are covered within the main body of the report.

Legal Implications

9. Section 10 of the Authority's Constitution contains financial regulations that specify that assets with a value greater than £10k may only be written off with the approval of the Fire Authority.

Equality and Diversity Implications

10. There are no equality and diversity implications associated with this report.

Environmental Implications

11. There are no environmental implications associated this report.

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BACKGROUND PAPERS: NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: CHANGES TO FINANCIAL REGULATIONS AND SCHEME OF DELEGATION

Purpose of Report

1. To confirm the impending arrangements for the provision of financial advice to the Authority.
2. To secure approval to changes to the Financial Regulations and Scheme of Delegation.

Recommended: That Members

- [1] Note the arrangements for the provision of financial advice to the Authority;
- [2] Approve the changes to the Financial Regulations and Scheme of Delegation (attached as appendix 1 to the report); and
- [3] Allow the Director of Governance and Commissioning to make such changes to the Financial Regulations and Scheme of Delegation as are necessary to allow the efficient operation of the new arrangement for the provision of financial advice to the Authority.

Background

3. The scope of the Blue Light Collaboration programme did not include the role of Treasurer (Section 151 Officer): it was always the intention of the Authority to retain this role.
4. The departure of the former Head of Finance, who had also fulfilled the Treasurer (Section 151 Officer) role led to the creation of a joint Head of Finance role ahead of the transfer of staff to form the joint finance team.

Information

5. Following a successful recruitment process the Authority will shortly have a part-time Treasurer (Section 151 Officer) in post, whilst continuing to have its finance team managed by the joint Head of Finance.
6. The joint Head of Finance and Director of Governance and Commissioning have considered how the separate roles will function (indeed this was

necessary in order to recruit to the role of Treasurer (Section 151 Officer)). This led to changes to the Financial Regulations and Scheme of Delegation.

7. Whilst reviewing the Financial Regulations and Scheme of Delegation some other aspects were found to require updating to reflect changes to the Service Management Team structure and responsibilities.
8. The changes are tracked for ease of reference.

Financial Implications

9. There are no financial implications arising from this report.

Legal Implications

10. The Authority is required to ensure that its Financial Regulations and Scheme of Delegation are reviewed and updated to reflect any changes to the Service's structure and responsibilities.

Equality and Diversity Implications

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

Environmental Implications

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

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BACKGROUND PAPERS: NONE

SECTION 10 – FINANCIAL REGULATIONS

FINANCIAL REGULATIONS

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APPENDIX 1 – Responsibility Matrix

SECTION 10 – FINANCIAL REGULATIONS

Purpose

- 10.1 The Financial Regulations (the Regulations) set out in this document define the roles and responsibilities of the officers and Members of Cheshire Fire Authority (the Authority) in relation to financial matters.
- 10.2 The basic principle which underpins these regulations is that responsibility is delegated to an appropriate officer, within systems which the Authority, the Chief Fire Officer and Chief Executive, the Treasurer (who is the Section 151 Officer) and the Head of Finance feel are suitably controlled. Internal Audit and other reports help them form their judgement on the adequacy of control mechanisms.
- 10.3 Managers must provide effective induction and training to enable staff to understand these Regulations and deal appropriately with financial matters.
- 10.4 There may be circumstances where an officer feels unable to comply with the Regulations. Before the officer proceeds with an action which does not comply with the Regulations, he/she must seek guidance from the Treasurer and the Head of Finance. Member approval may be required.
- 10.5 The Regulations will be reviewed by the Chief Fire Officer and Chief Executive, the Treasurer and the Head of Finance annually and by Members at least every three years. Minor changes will be made to these Regulations to reflect new risk or changing circumstances with the agreement of the Chief Fire Officer and Chief Executive, the Treasurer and Head of Finance.

Roles and Responsibilities

- 10.6 The respective roles and responsibilities, in relation to financial matters, of the Authority, the Chief Fire Officer and Chief Executive, the Head of Finance, the Treasurer, the Monitoring Officer, Directors and Heads of Departments are contained in the table which forms Appendix 1.
- 10.7 Members approve the revenue budget, the council tax precept, the annual capital programme and the statutory accounts, and receive quarterly reports on the Authority's budgetary position.
- 10.8 The Treasurer/Head of Finance regularly reports financial matters to the Authority's Service Management Team, (SMT), which is chaired by the Chief Fire Officer and Chief Executive, and which meets every two months.

Revenue Budgets

Approval of the revenue budget

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

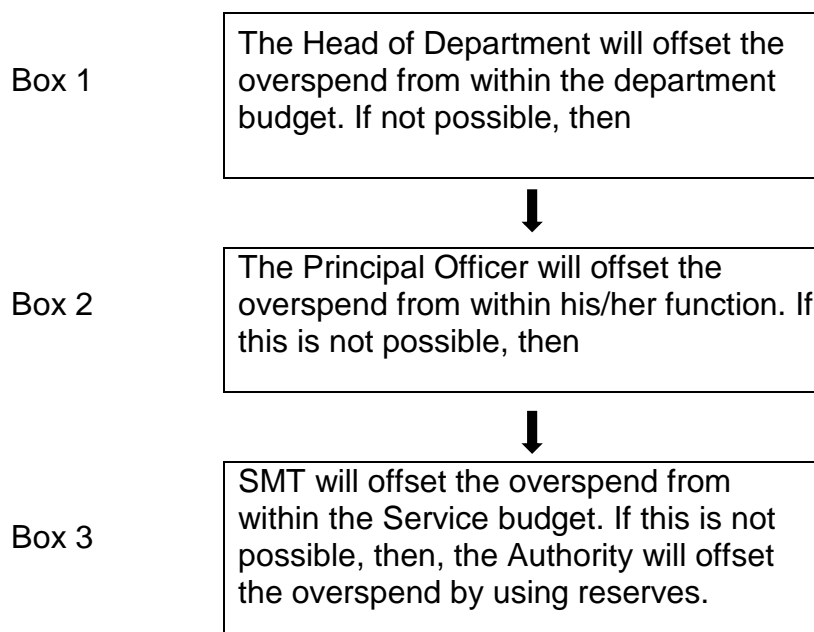
SECTION 10 – FINANCIAL REGULATIONS

Virement of revenue budgets

- 10.10 Virement is the transfer of budget in order to prevent overspends or to accommodate changes in activity.
- 10.11 If, in the opinion of the Chief Fire Officer and Chief Executive, the Treasurer and the Head of Finance any virement would result in a significant change to Authority policy it must be approved by the Authority.
- 10.12 Any virement of more than £50k must be approved by the Authority.
- 10.13 Any virement of less than £50k must be approved the Chief Fire Officer and Chief Executive.
- 10.14 Performance and Overview Committee receive quarterly financial reports which include temporary virements of revenue budgets. This enables the Authority to revise its budget in year as it goes along. All such virements are reversed at year end and any necessary changes to the base budget would form part of the formal budget approval agreed by the Authority.

Dealing with overspending of revenue budgets

- 10.15 All Heads of Department must regularly scrutinise their budgets and seek to avoid overspends wherever possible.
- 10.16 Where a revenue overspend is projected, the following process will apply. Where this process involves the virement of budget (in boxes 1 to 3 below), then the rules in paragraphs 10.12 and 10.13 will apply.



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

SECTION 10 – FINANCIAL REGULATIONS

Reserves

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

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

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

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

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

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

10.22 For each reserve the Authority will set out:

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

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

Capital

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

- Be in excess of £10k
- Create an asset which has benefits which last for more than one year

SECTION 10 – FINANCIAL REGULATIONS

- Comply with guidance in the appropriate CIPFA code
- 10.25 Where a capital scheme is estimated to be overspent, if the overspend is estimated to be 10% or more than £100k, whichever is the lower (with a de minimus of £10k), then approval to fund the overspend must be sought from the Authority.
- 10.26 Where the overspend is estimated to be less than 10% and less than £100k, SMT will consider the overspend in the context of the overall programme, and if the overspend is unavoidable will either utilise the capital contingency, vire budget from an existing scheme or fund the overspend by contribution from the revenue budget or from reserves.
- 10.27 Income which is the result of disposing of an asset and which is greater than £10k will be considered as a capital receipt. All other income will be treated as revenue. Paragraph 10.44 deals with the procedure for disposing of assets.
- 10.28 The Chief Fire Officer and Chief Executive and the Treasurer or the Head of Finance may jointly increase the amount of the Capital Programme by a maximum of £100k per annum, providing that any increase is for a new scheme(s), and the Head of Finance is satisfied with the funding arrangements.
- 10.29 An increase approved by the Chief Fire Officer and Chief Executive and the Treasurer or the Head of Finance will be reported to Performance and Overview Committee at the earliest opportunity.

Assets

Land and Buildings

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

Management of assets

- 10.32 The Joint Head of Estates~~Head of Facilities~~ will maintain an Asset Management Strategy.
- 10.33 Any manager who has responsibility for managing and/or operating Authority assets will make proper arrangements to ensure that assets are held securely and properly maintained.
- 10.34 Assets may only be used in accordance with relevant service policy, and any procedures relating to the use of assets must be followed.
- 10.35 Managers with responsibility for managing assets must ensure that where necessary assets have the appropriate licence and are covered by insurance.

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

Stock

- 10.37 Stock is defined as a supply of items constantly required and held in stores.
- 10.38 The Authority maintains a central stores, and, wherever possible, all stock should be held in the stores.
- 10.39 Where small amounts of stock are held locally they will be subject to procedures as agreed by the Head of Service Delivery and the Head of Procurement.
- 10.40 Stock checks will be carried out wherever stock is held in a form determined by the Head of Procurement and the Head of Finance, in accordance with timescales agreed by them.

Write off of assets

- 10.41 Assets, including stock, up to the value of £5k may only be written off with the approval of the Head of Finance.
- 10.42 Assets, including stock, with a value between £5k and £10k may only be written off with the approval of the Chief Fire Officer and Chief Executive.
- 10.43 Assets, including stock, with a value greater than £10k may only be written off with the approval of the Fire Authority.

Disposal of Assets

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

Procuring Goods and Services

Ordering goods and services

- 10.45 Only goods and services relating to official Authority business may be procured.
- 10.46 The Scheme of Financial Delegation will include authorised limits for individual officers in relation to the ordering of goods and services.
- 10.47 Official orders must be raised for all goods and services except for rent, business rates, Council Tax, public utility services and petty cash purchases, except with the prior agreement of the Head of Procurement and the Head of Finance.
- 10.48 Orders must be made using the official Authority procurement system as determined by the Head of Procurement and the Head of Finance.
- 10.49 Oral orders may only be made in cases of urgency and with the prior approval

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of the Head of Procurement and the Head of Finance; all such oral orders must be confirmed by hard copy, but care must be taken not to create duplicate orders.

Quotations and tenders

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

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framework (for example Government Procurement Services), a further competition will normally be undertaken to evidence value for money. However, on occasion and at the discretion of the Monitoring Officer and Head of Procurement a direct award can be made (if the framework rules permit and in all of the circumstances this course of action is justified).

- 10.62 Exceptionally, quotations or tenders are not required where the purchase is:
- From a public auction with the prior approval of the Head of Finance
 - Of such a unique nature that in the opinion of the Head of Procurement and Head of Finance it can only be acquired from a single supplier (requests for approval should be submitted in a form as determined by the Head of Procurement).
 - In response to an emergency with the approval of the Chief Fire Officer and Chief Executive and Head of Finance.

Payments to creditors

- 10.63 The Head of Finance is responsible for the payment of creditors.
- 10.64 Heads of Departments must ensure that adequate separation of duties operates in all areas of procurement and purchasing. Guidance on this may be sought from the Head of Finance.
- 10.65 The work flow for approving payment will be in accordance with systems approved by the Head of Finance.

Imprest accounts

- 10.66 Imprest accounts are sums made available in the form of bank current accounts and petty cash from which officers may make purchases of less than £50.
- 10.67 All expenditure paid through imprest accounts must be supported by receipts, except with the prior approval of the Head of Finance, and records must be maintained in a form agreed by the Head of Finance.
- 10.68 Imprest accounts are Authority funds and must only be used for official business.
- 10.69 Imprest accounts may only be opened with the approval of the Head of Finance.
- 10.70 Each imprest account will have a nominated holder.
- 10.71 All imprest accounts must be reconciled monthly and certified by the imprest account holder.
- 10.72 Imprest accounts will be for minor items of expenditure only, and no salaries, wages, allowances or mileage expenses may be paid out of imprest accounts.
- 10.73 No income may be paid into imprest accounts.
- 10.74 Claims for reimbursement of imprest accounts must be completed in accordance with guidelines and in a form agreed by the Head of Finance.

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Payroll and pensions

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

Cash and bank

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

Income collection

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

Debtors

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

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Finance, those between £5 and £10k with the approval of the Chief Fire Officer and Chief Executive and those above £10k with the approval of the Fire Authority.

Insurance

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

Third Party Funds

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

Internal Audit

- 10.96 The Chief Fire Officer and Chief Executive must ensure that an independent internal audit service operates within the Authority, carrying out audits in accordance with a risk based programme.
- 10.97 Internal audit will have full access to all premises, assets and records and Authority staff will provide internal audit with all information, explanations and records which they require.

Fraud and irregularity

- 10.98 If any officer has suspicion that there has been any fraud or irregularity of any sort, including bribery, within the Authority, he/she must inform his/her line manager immediately (or grandparent line manager if necessary). If he/she does not feel able to do this, the Authority's Code of Conduct includes a Whistle Blowing Policy, which he/she may utilise.
- 10.99 The Chief Fire Officer and Chief Executive and the ~~Treasurer~~Head of Finance must be informed immediately of any allegation of fraud or irregularity.
- 10.100 Senior officers are required to be familiar with the Anti-Fraud and Bribery

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Policies. They should make other staff aware of the existence of the policies and who to contact if they have concerns relating to fraud or irregularity.

Joint arrangements and partnerships

- 10.101 Formal joint arrangements and partnerships of any kind must (at the very least) be approved by the Chief Fire Officer and Chief Executive, Monitoring Officer and ~~Treasurer~~~~Head of Finance~~, and will be the subject of a business case.
- 10.102 Significant joint arrangements and partnerships must be approved by Fire Authority.
- 10.103 In all cases, it is the responsibility of the Chief Fire Officer and Chief Executive, Monitoring Officer and ~~the Treasurer~~ ~~Head of Finance~~ to ensure that any arrangement is subject to appropriate levels of governance and stewardship.

Donations, grants to other bodies, and contributions

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

Sponsorship

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

Risk Management

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

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

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APPENDIX 1

Responsibility Matrix

| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|---|----|-----|---------|----------|---------|----|-----|-----|
| Strategic Activity | | | | | | | | |
| Approve the Financial regulations | x | | | | | | | |
| Make strategic financial decisions | x | | | | | | | |
| Prepare the Medium Term Financial Plan (MTFP) and Integrated Risk Management Plan (IRMP) | | | x(IRMP) | x (MTFP) | x(MTFP) | | | |
| Approve the MTFP and IRMP | x | | | | | | | |
| Revenue and Capital Budgeting | | | | | | | | |
| Ensure that any Revenue or Capital budget bids considered significant by the Treasurer and HOF are fully costed and completed using the Authority's Business Case template | | | | | | | | x |
| Prepare the draft Revenue Budget and Capital Programme(Budget) and calculate the draft Council Tax precept | | | | x | x | | | |
| Report on the robustness of the estimates used in the budget, and the adequacy of the Authority's reserves for which the budget provides as part of the budget approval process | | | | x | x | | | |

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| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|--|----|-----|-----|------|-----|----|-----|-----|
| Monitor and review the Authority's Reserves Policy | | | | x | x | | | |
| Approve the Revenue Budget, Capital Programme and Council Tax Precept | x | | | | | | | |
| Consider any additional items of expenditure which would lead to new or significant variation in policy. | x | | | | | | | |
| Delegation of and management of revenue and capital budgets | | | | | | | | |
| Maintain a scheme of Financial Delegation which includes limits to individual officers' approval, and ensures that all revenue and capital budgets are allocated to a HOD. Budget delegation below HOD will be at HOD discretion, but the HOD will retain responsibility for the budget. | | | x | x | x | | | |
| Ensure appropriate delegation of budget management takes place, and ensure budget managers have regular reports to help them effectively manage budgets. | | | | x | x | | | |
| Plan to spend budgets in accordance with the Authority's objectives and effectively control the spending within budget. | | | | | | | | x |
| Provide timely and accurate financial monitoring information | | | | | x | | | |

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| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|--|----|-----|-----|------|-----|----|-----|-----|
| Regularly monitor budgets and consider how to deal with any variances | | | | | | | | x |
| Report financial performance to Members at least quarterly | | | | | x | | | |
| Consider performance against the budget and capital programme regularly | | x | | | | | | |
| Statutory Accounts | | | | | | | | |
| Prepare the statutory accounts of the Authority (including certifying the draft accounts by the end of the June following the year end) | | | | x | x | | | |
| Approve the statutory accounts by the end of September following the year end | x | | | | | | | |
| Treasury Management | | | | | | | | |
| Appoint the Authority's bankers | x | | | | | | | |
| Ensure that adequate Treasury Management practices are in place, including arranging any necessary loans or investments in accordance with Cash Flow forecasts | | | | x | x | | | |
| Prepare and manage the annual Treasury Management Strategy including approval of and monitoring of Prudential Indicators | | | | x | x | | | |
| Approve the annual Treasury Management Strategy | x | | | | | | | |

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| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|---|----|-----|-----|------|-----|----|-----|-----|
| Financial management and control | | | | | | | | |
| Ensure that SMT consider all appropriate financial matters. | | | x | x | | | | |
| Offer advice on all financial matters | | | | x | x | | | |
| Ensure the provision of financial services including the payment of invoices, financial information, imprest accounts, and the collection of income | | | | x | x | | | |
| Ensure the provision a payroll and pensions service | | | | | | | x | |
| Ensure suitable financial and control systems are in place, including financial procedures | | | x | x | x | | | |
| Ensure assets are properly managed | | | x | x | x | | | |
| Ensure tendering procedures are in place and followed | | | x | x | x | | | |
| Ensure that all financial transactions pass through the Authority’s financial system. | | | | | | | | x |
| If requested, provide the Chief Fire Officer and Chief Executive, Treasurer , Head of Finance, and External or Internal Auditor with access to any document or record under their control. | | | | | | | | x |

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| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|---|----|-----|-----------------|------|-----|----|-----|-----|
| Ensure that all officers who are responsible for any financial activity receive appropriate induction and training | | | | | x | | | x |
| Ensure that joint arrangements and partnerships are properly managed. | | | x | x | ✘ | x | | |
| Approve offers of sponsorship and refer to FA if necessary | | | x | x | ✘ | x | | |
| Ensure a suitable Risk Management process is in place | | | x | | | | | |
| Ensure that the Authority has appropriate insurance arrangements in place. | | | x | | | | | |
| Statutory functions | | | | | | | | |
| Ensure that the Authority meets its statutory and regulatory requirements (which includes the Accounts and Audit regulations; the Local Authority Accounting Code of Practice; the Code of Practice for Treasury Management; and the Internal Audit Code of Practice) | x | | x (advisory) | | | | | |
| Fulfil the responsibilities of a Chief Finance Officer under Section 151 of the Local Government Act 1972, and act as Treasurer to the Authority | | | | x | ✘ | | | |
| Fulfil the duties of a Chief Finance Officer under Section 114 of the Local Government Act 1988 | | | | x | ✘ | | | |

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| Activity | FA | P&O | CFO | S151 | HOF | MO | DoT | HOD |
|---|----|---|-----|------|-----|----|-----|-----|
| Appoint a deputy Section 151 Officer | | | x | x | ✖ | | | |
| Maintain an effective internal audit function | | | x | | | | | |
| KEY | | | | | | | | |
| FA | | Fire Authority | | | | | | |
| CFO | | Chief Fire Officer and Chief Executive | | | | | | |
| S151 | | Treasurer (Section 151 Officer) | | | | | | |
| HOF | | Head of Finance | | | | | | |
| MO | | Monitoring Officer | | | | | | |
| DoT | | Director of Transformation | | | | | | |
| HOD | | Head of Department | | | | | | |

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

Introduction

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

General Principles

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

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

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

Specific Delegations/Responsibilities

CHIEF FIRE OFFICER AND CHIEF EXECUTIVE

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

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

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

DEPUTY CHIEF FIRE OFFICER

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

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

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

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

DIRECTORS

Governance and Commissioning

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

11.15 The Director of Governance and Commissioning is responsible for:

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

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

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

Transformation

11.16 The Director of Transformation is responsible for:

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

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

AREA MANAGERS

Protection and Organisational Performance

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

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

Operational Policy and Assurance

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

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

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

- g) In an operational context, managing and providing strategic leadership at major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising when acting as the Duty Area Manager or as a response to recall to duty, where appropriate;
- h) Co-ordination of business continuity arrangements for the Service.

Service Delivery

11.19 The Area Manager for Service Delivery is responsible for:

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

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

HEADS OF DEPARTMENT

Prevention

11.20 The Head of Prevention is responsible for:

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

Treasurer (Section 151 Officer) Finance

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

11.22 The ~~Treasurer is~~ ~~Head of Finance is~~ responsible for:

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

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

Finance

11.23 The Head of Finance is responsible for :

- a) Carrying out the powers and duties contained in the Authority's Financial Regulations;
- b) Providing high quality, professional support services;
- c) Jointly with the Treasurer ensuring effective control of budgets;
- d) Jointly with the Treasurer negotiating and manage treasury management activities;
- a)e) Jointly with the Chief Fire Officer and Chief Executive, Head of Finance and Director of Governance and Constitution to prepare an annual revenue budget and capital programme for consideration and approval by the Fire Authority;
- f) Acts as Deputy S151 Officer.

Communications

11.23 The Head of Communications is responsible for:

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

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

GROUP MANAGERS

11.24 Group Managers are responsible for:

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

STATION MANAGERS

11.25 Station Managers are responsible for:

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

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

grievances raised;

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

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

General Requirements

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

General Responsibilities

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

Financial Responsibilities

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

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

Human Resourcing Responsibilities

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

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

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

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

| |
|--|
| Maintaining adequate assets to deliver the service |
| Safeguarding and maintenance of assets |
| Disposal of assets |

In accordance with policies and procedures.

Risk Management Responsibilities

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

Performance Management Responsibilities

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

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: REPLACEMENT OF CHESTER FIRE STATION

Purpose of Report

1. To formally update Members about the situation concerning the creation of a new fire station on the existing Chester Fire Station site.
2. To allow the Fire Authority to confirm its intention to create a new fire station on part of the existing Chester Fire Station site.

Recommended: That Members

- [1] Restate the Authority's intention to create a new fire station on the existing Chester Fire Station site; and
- [2] Agree to the marketing of the Authority's land to be released from the redevelopment of the Chester Fire Station site.

Background

3. Members have received numerous reports in recent years concerning the creation of a new fire station on the existing Chester Fire Station site.
4. The existing fire station is too large and in need of replacement (rather than refurbishment). A replacement fire station can be built on part of the existing site, providing the potential to sell the surplus land to help fund the replacement fire station. The existing fire station site is in the correct location.
5. The most recent proposal from Watkin Jones could not be progressed once the company found a better site and concentrated its efforts there. Members will recall that the Watkin Jones proposal involved the development of student accommodation on the land that would have been released.

Information

6. Officers have had some informal discussions with developers, but nothing firm is currently under consideration.
7. As Chester Fire Station has been the subject of various proposals in recent year it is fair to say that there has been limited investment in the building. This situation cannot continue and it is reaching a position where the Authority needs

to consider pressing ahead with its plans to deliver a replacement fire station on part of the existing site, with or without the sale of any surplus land.

8. Officers have worked with the Authority's external advisers to produce a marketing brief. This is a relatively simple document which describes the Authority's aspirations and which is intended to promote a dialogue with prospective developers. Given the delays associated with the various abortive previous proposals, the brief only covers the potential sale of surplus land rather than concerning itself with the potential use of adjoining land outside the ownership of the Authority.
9. Whilst officers believe that Members have been very clear about their expectations for a replacement fire station in Chester, it seemed sensible to bring this update report prior to the marketing taking place. Members have already instructed officers to arrange clear communications about the future of the fire station on the existing site prior to the marketing of surplus land.
10. If proposals are forthcoming officers will report to Estates and Property Committee in the first instance. Any firm proposal would need to be considered by the Fire Authority. If there are no proposals worthy of consideration within the next three calendar months officers intend to press ahead with the Authority's plans for a replacement fire station. Thereafter, Members would be presented with details of the design, costs etc. of the replacement fire station and be asked to allocate the necessary funds.

Financial Implications

11. At this stage, there are no financial implications.

Legal Implications

12. At this stage, there are no legal implications.

Equality and Diversity Implications

13. There are no equality and diversity implications associated with this report.

Environmental Implications

14. There are no environmental implications associated this report.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804
BACKGROUND PAPERS: NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 6TH DECEMBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: NAOMI THOMAS

SUBJECT: PROGRAMME OF MEMBER MEETINGS 2018-19

Purpose of Report

1. To provide details of the proposed programme of Member meetings for 2018-19 attached as Appendix 1. Once approved a booklet with all Member meeting dates will be published and distributed to Members.

Recommended: That

- [1] The programme of Member meetings for 2018-19 (attached as Appendix 1) be approved.

Background

2. In accordance with the Authority's Constitution, the programme of meetings for the Fire Authority and all other bodies within the political structure for the following municipal year is to be agreed by the Authority no later than its last meeting (December) in each calendar year.

Information

Frequency/Scheduling of Meetings

2018-19 – Timetable of Member Meetings

3. The 2018-19 Timetable of Member (public) meetings has been scheduled to tie in with the relevant dates for budgetary and policy requirements and in accordance with the Fire Authority's Constitution. All of these meetings are held on Wednesday mornings.
4. The timetable includes dates for a number of additional Member meetings including the Members' Planning Days which should assist with diary planning for the coming year.

Consultation

5. Consultation has taken place with officers to ensure that the dates align with the budgetary framework. Consideration has also been given to other corporate planning and IRMP action plan timelines for 2018-19, where possible.

6. The meetings of the Board of NW Fire Control Ltd, North West Fire Forum and the LGA Fire Commission have also been taken into consideration.
7. Constituent authorities will be setting their timetable of meetings early in the New Year and copies of the Fire Authority's approved timetable will be submitted to each authority to inform them of our arrangements.

Financial Implications

8. There are no financial implications arising from this report.

Legal Implications

9. The Authority is required to give public notice of its meetings and ensure that committee papers are sent to Members within certain timescales in order to fulfil its legal requirements. The timetable will assist the Authority in meeting this requirement.

Equality and Diversity Implications

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

Environmental Implications

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

**CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804
BACKGROUND PAPERS: NONE**

TIMETABLE OF MEETINGS FOR THE MUNICIPAL YEAR 2018/19

| Cheshire Fire Authority Wednesdays - 10.30am | Governance and Constitution Committee Wednesdays - 10.00am | Performance and Overview Committee Wednesdays - 10.00am |
|--|---|--|
| 20 June 2018 (annual meeting) (Q4 – EOY Reports) | 4 July 2018 | 27 June 2018 (Q4 EOY Reports) |
| 18 July 2018 (sign-off – final accounts) | | |
| 19 September 2018 (Annual report) (IRMP Consultation) | | 5 September 2018 (Q1 Performance Reports) |
| 12 December 2018 (Consider outline budget) | 14 November 2018 | 28 November 2018 (Q2 Mid-Year Performance Reports) |
| 13 February 2019 (Approve final budget and IRMP sign-off) | 30 January 2019 | 27 Feb 2019 (Q3 Performance Reports) |
| 24 April 2019 | 10 April 2019 | |

ADDITIONAL MEMBER MEETINGS:

Member Planning Days: Friday 13 July 2018
Friday 7 September 2018
Friday 9 November 2018
Friday 11 January 2019

Closure of Accounts (pm): Wednesday 23 or 30 May 2018 (2017-18 municipal year – LA dates to be taken into account)
Wednesday 22 or 29 May 2019

Risk Management Board: 10am – 12pm Tuesday 16 October 2018
Tuesday 12 March 2019

Member Training and Development Group: 10am – 12pm Thursday 5 July 2018
Thursday 4 October 2018
Thursday 13 December 2018
Thursday 21 March 2019

BM Pay & Performance Committee dates: 10am – 12pm Wednesday 31 October 2018
CFO appraisal: Wednesday 9 January 2019
BM Pay Review: Wednesday 27 March 2019

NB: Currently the Estate and Property Committee does not have a schedule of meetings. It is possible that dates will be scheduled after consultation with the Chair of the Committee.