



**Wednesday,
19 September 2018
10.30 am**

**Meeting of
Fire Authority
Sadler Road
Winsford**

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

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

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If you feel there might be particular problems with access to the building or car parking please contact the Reception Desk at Sadler Road Winsford Tel (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, 19 SEPTEMBER 2018**

Time: 10.30 am

Lecture Theatre - 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 18th July 2018

(Pages 1 - 6)

1F Minutes of Performance and Overview Committee

To receive, for information, the minutes of the Performance and Overview Committee meeting held on 5th September 2018

(Pages 7 - 12)

1G Minutes of the Staffing Committee

To receive, for information, the minutes of the Staffing Committee held on 17 September 2018.

(Pages 13 - 16)

ITEMS REQUIRING DISCUSSION / DECISION

2 Annual Audit Letter - Year Ended 31st March 2018

(Pages 17 - 30)

3 Annual Report 2017-18

(Pages 31 - 40)

4 Draft Integrated Risk Management Plan 2019-2020 (IRMP 16)

(Pages 41 - 68)

- | | | |
|----------|---|-------------------|
| 5 | Fire Station Modernisation Programme | (Pages 69 - 84) |
| 6 | Estates Sharing Principles | (Pages 85 - 92) |
| 7 | Creating a Joint Fire and Police Facility on the Crewe Fire Station Site | (Pages 93 - 100) |
| 8 | NW Fire Control Limited Governance Arrangements | (Pages 101 - 108) |
| 9 | Exclusion of Press and Public | (Pages 109 - 110) |

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE

- | | | |
|-----------|--|-------------------|
| 10 | Creating a Joint Fire and Police Facility on the Crewe Fire Station Site - Financial Implications | (Pages 111 - 114) |
|-----------|--|-------------------|

This report supplements the report at Item 7. It covers the financial aspects of the proposal and is considered to be commercially sensitive.



MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Wednesday, 18 July 2018 at Lecture Theatre - Sadler Road, Winsford, Cheshire at 10.30 am

PRESENT: Councillors B Rudd (Chair), D Beckett, M Biggin, D Flude, P Harris, G Hayes, E Johnson, N Jones, D Mahon, J Mercer, G Merry, K Mundry, S Nelson, S Parker, R Polhill, 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 absence were received from Councillors M Barker, B Dooley and the Police and Crime Commissioner D Keane

C Chair's Announcements

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

D Declaration of Members' Interests

There were no declarations of interest received.

E Minutes of Fire Authority

RESOLVED:

That the minutes of the Fire Authority meeting held on 20th June 2018 be approved as a correct record.

F Minutes of Governance and Constitution Committee

RESOLVED:

That the minutes of the Governance and Constitution Committee held on 4th July 2018 be noted.

G Minutes of Estates and Property Committee

RESOLVED:

That the minutes of the Estates and Property Committee held on 5th July 2018

be noted.

H Minutes of Performance and Overview Committee

RESOLVED:

That the minutes of the Performance and Overview Committee held on 11th July 2018 be noted.

I Minutes of Closure of Accounts Committee

RESOLVED:

That the minutes of the Closure of Accounts Committee held on 11th July 2018 be noted.

2 AUDIT FINDINGS REPORT 2017-18

Andy Smith, Engagement Lead from Grant Thornton was in attendance and presented the report.

The report highlighted the key matters arising from the audit of the Authority's financial statements for the period ended 31st March 2018 and was also used to report the findings to management and those charged with governance in accordance with the requirements of International Standards of Auditing (UK), and the Local Audit and Accountability Act 2014.

Grant Thornton advised that subject to the following outstanding queries being resolved it was anticipated that it would give an unqualified audit opinion:-

- Work in progress on journals and the pensions liability;
- Receipt of management representation letter; and
- Review of the final set of financial accounts.

Grant Thornton had identified one issue during the audit which led to a recommendation in the Action Plan:-

'The Authority should publish the Annual Governance Statement alongside the Financial Statements and Narrative Report in future years to ensure full compliance with the regulations'

Grant Thornton had agreed the recommendation with management and it would be implemented when the accounts were prepared next year.

In conclusion, Grant Thornton confirmed that based on their review of the Authority's Narrative Report and Annual Governance Statement they were satisfied that they were consistent with the audited financial statement.

Grant Thornton took the opportunity to put on record their appreciation for the

assistance provided by the finance team and other staff during the audit process.

RESOLVED:

That the Audit Findings report for Cheshire Fire and Rescue Authority – Year Ended 31st March 2018, be noted.

3 FINAL ACCOUNTS 2017-18

Consideration was given to a report of the Chief Fire Officer and Chief Executive which sought approval of the Final Accounts 2017-18 prior to publication before the end of July 2018. The report provided an overview of the accounts and have be read in conjunction with the Audit Findings Report 2017-18 (Minute 2 refers).

The final draft accounts were reported to the Performance and Overview Committee acting as the Closure of Accounts Committee on 30th May 2018 (Minute 1I refers). The End of Year Finance Report 2017-18 was reported to the meeting of the Fire Authority on 20th June 2018 (Minute 1E refers) which identified a forecast underspend against the Authority's revised budget of £90k.

The Head of Finance introduced the finalised Statement of Accounts and provided an update on the changes made and the reasoning for these since consideration on 30th May 2018.

A Member sought clarity about the possibility of paying a 2% pay rise to Grey Book staff now prior to the conclusion of the Fire Brigades Union pay negotiations. In response, the Chief Fire Officer and Chief Executive advised that this would not be acceptable to the unions.

Members were recommended that there was a requirement for a signed Letter of Representation to be given to the Auditors which explained the Authority's responsibilities in relation to the audit. This would need to be approved by the Authority and signed by the Chair.

On being put to the vote the four recommendations were carried with 19 votes in favour and 1 abstention by Councillor N Jones.

RESOLVED: That

- (1) The accounts be approved for publication;**
- (2) The current balances of the Authority's reserves be noted;**
- (3) The Authority's underspend in 2017-18 be transferred to the general reserve; and**
- (4) The Letter of Representation, detailed at Appendix 1 to the report, be approved for signature by the Chair on behalf of the Authority.**

4 ANNUAL STATEMENT OF ASSURANCE 2017-18

Consideration was given to a report of the Director of Governance and Commissioning which sought approval of the Annual Statement of Assurance 2017-18, detailed at Appendix 1 of the report.

It was reported that the Fire and Rescue National Framework for England 2012 required the Authority to publish an Annual Statement of Assurance. The 2012 document had recently been superseded by the 2018 National Framework. The 2018 version had altered the requirements of the Annual Statement of Assurance and would be taken into account when the Statement was prepared for 2018-19. For 2017-18 the 2012 document, which applied throughout the year, had been considered in preparing the Statement. It was the intention to revise the format of the Statement of Assurance for 2018-19.

The purpose of the Statement of Assurance, was to provide an easy and accessible way in which communities, government, local authorities and partners could make a valid assessment of the Authority's performance and governance arrangements. Members' attention was drawn to key sections of the Statement, including financial assurance, the Annual Governance Statement, operational assurance and key areas of improvement.

In the interests of transparency all compliance and assurance documentation and other relevant links and signposts would be accessible from the Service's website.

RESOLVED:

That the Annual Statement of Assurance 2017-18 be approved.

5 TRAINING CENTRE PROGRAMME AND SADLER ROAD SITE REQUIREMENTS - UPDATE AND FUNDING

Consideration was given to a report of the Director of Governance and Commissioning which outlined the progress and outputs from the initial design phase of the project and sought the allocation of additional funding.

The Director of Governance and Commissioning explained that the main challenge had been unexpected, abnormal costs and that officers had spent time looking at the potential for reducing the project to fit the available budget, as well as considering the potential termination of the project and refurbishment of the existing facilities.

It was reported that some options to reduce the current design and bring the project within budget were described to Members at the Estates and Property Committee on the 5th July (Minute 1G refers). However, officers did not believe that reducing the current design (or refurbishment) would deliver the vision and meet the stated training need and Members of the Estates and Property Committee were unanimous in recommending to the Fire Authority that the project should proceed as described in the initial design and valued in the initial cost plan.

Members considered the situation and were in agreement that the project should

continue as planned with the allocation of the necessary.

A Member sought clarity on how much was currently spent per year in sending firefighters to the Fire Service College for training. In response, the Chief Fire Officer and Chief Executive advised that at present approximately £100k per year was spent on firefighter training at the College. He informed Members that some courses at the College ran for several weeks with staff away from home for long periods. The Training Centre at the Sadler Road site would bring greater flexibility and avoid sending staff a significant distance to obtain training. There would be a significant saving too.

RESOLVED: That

- (1) The content of the report and comment raised be noted;**
- (2) Commitment to the project be confirmed;**
- (3) The sum of £1.95m of additional capital funding be allocated – to be financed from borrowing; and**
- (4) A contingency of 5% be allocated.**

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**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 5 September 2018 at Lecture Theatre - Sadler Road, Cheshire at
10.00 am**

PRESENT: Councillors P Harris, T Sherlock, M Biggin, G Hayes, K Mundry and M Simon

ALSO IN ATTENDANCE: Councillor B Rudd

1 PROCEDURAL MATTERS

A Record of Meeting

Members were reminded that this meeting would be audio recorded.

B Apologies for Absence

Apologies for absence were received from Councillor D Bailey.

C Declaration of Members' Interests

There were no declarations.

D Minutes of the Performance and Overview Committee

RESOLVED: That:

**[1] The Minutes of the Performance and Overview Committee meeting held
on 11th July 2018 be confirmed as a correct record.**

2 QUARTER 1 FINANCIAL REVIEW 2018-19

Consideration was given to a report of the Head of Finance which provided a review of the Service's forecast financial performance and an update on progress against the 2018-19 capital projects.

Members were advised that that the original budget for 2018-19 approved by the Authority in February 2018 assumed that the Collection Fund position would be broadly neutral. However, the position relating to the Collection Funds that were managed by the four unitary authorities had now become clearer. The Authority would receive £0.5m as its share of the surplus on the council tax collection funds and would make a contribution of £28k to a deficit on the business rates collection funds: a net additional £482k available during 2018-19 when compared to the original budget.

The 2018-19 approved budget included one-off items funded from reserves £0.4m together with a contribution to the capital reserves of £0.9m, a net £0.5m funding

transferred from reserves. At Quarter 1, the forecast showed a provisional net contribution to reserves of £86k. This reduction in the use of reserves was due to the surplus on council tax collection funds, which negated the use of reserves as originally envisaged. A breakdown of the movement from reserves was detailed in Appendix 2 of the report.

At the end of June 2018, the Fire Authority had an approved capital programme of £9.8m. Since then a number of additional schemes had been approved that were detailed at Appendix 3 of the report.

A Member sought clarity as to why capital funding which had been earmarked for the Hazardous Material Unit replacement had not been utilised. An officer confirmed that through station engagement and the HMEPO Officer Group an alternative capability to merge two appliances into one was determined to be a more viable option. This resulted in the Environment Protection Unit and the Hazardous Material Unit capability being stowed on a dedicated pod system based at Powey Lane Fire Station.

RESOLVED: That:

[1] The forecast outturn position as detailed within the report be noted.

[2] The movement in reserves as detailed in Appendix 2 of the report be approved.

3 QUARTER 1 PROGRAMME REPORT 2018-19

Consideration was given to a report of the Chief Fire Officer and Chief Executive which provided an update on the Service's 2018-19 Integrated Risk Management Plan (IRMP) programmes and projects.

Progress was reported in the form of a quarterly health report to the Service's Performance and Programme Board (members of Service Management Team). The Service's Performance and Programme Board was responsible for ensuring the successful delivery of programmes and projects contained in the Authority's IRMP annual action plans. The health report for the Quarter 1 of 2018-19, was attached at Appendix 1 to the report.

A Member referred to the Blue Light Collaboration Programme and sought confirmation that the programme would be completed by 29th October 2018. In response, the Director of Governance and Commissioning advised that the programme would not complete by this date and that officers were re-planning a major element (the Multi Force Shared Service), which was now expected to complete in 2019. He reassured Members that despite the unwanted delay, the Service was in a reasonably good position because existing contractual arrangements could be extended and were not unduly expensive. An update to Members would be prepared in due course.

A Member sought clarity on the current position of the Cardiac Arrest Response Project. The Chief Fire Officer and Chief Executive advised that there had been no

progress with this project as it remained on hold awaiting the outcomes of the national discussions for the wider firefighter role linked to pay and conditions.

RESOLVED: That:

[1] The Quarter 1 Programme Report 2018-19 be noted.

4 QUARTER 1 PERFORMANCE REPORT 2018-19

Consideration was given to the report of the Head of Protection and Organisational Performance provided an update on the Service's performance against the key performance indicators (KPIs) for Quarter 1 2018-19. Appendix 1 of 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. 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. A Summary Report was included on Halton Helps home safety equipment which advised that by May 2018 a total of 500 home safety checks had taken place for Halton families and of these visits, 416 had led to the installation of safety equipment by the Service.

Further information was provided by the Officers on KPIs that had a red progress status with specific reference being made to working days lost to injury, number of non domestic premises fire safety orders completed, and on-call availability.

Members raised a series of queries and comments regarding 'On-Call Availability. In response, an officer advised that a number of stations were operating below optimum establishment levels and a project was being developed that would include several work streams including recruitment retention and recognition all with a view to increasing on call availability.

Members were advised that on call firefighters had been used to provide cover in Greater Manchester and at the moorland fires over recent months.

RESOLVED: That:

[1] The Quarter 1 Performance Report and comments raised be noted.

5 INTERNAL AUDIT PLAN 2018-19 - QUARTER 1 PROGRESS AND FOLLOW UP REPORTS

Kevin Lloyd, Assistant Director from Mersey Internal Audit Agency (MIAA) was in attendance at the meeting to present the 2018-19 Internal Audit Progress Report and the consolidated Follow Up Report September 2018 as detailed at Appendix 1 and 2 of the report.

The progress report provided an update in respect of the assurance, key issues and progress against the Interim Audit Plan for 2018-19. It was reported that the following work was in progress and would be reported to the Committee following completion:-

- Operational Training – Fieldwork Complete and to be submitted to the next meeting on 28th November 2018;
- Safe and Well – Terms of Reference in development and to be submitted to the next meeting on 28th November 2018;
- National Fraud Initiative – To be submitted to the meeting on 27th February 2019.

The follow up report showed that some recommendations had not been implemented and there was some narrative to explain the current position.

A Member referred to 'Recommendation 3 – Fire Cadets' and sought clarity on when the proposed 'Corporate Fundraising Policy' would be approved. In response, the Chief Fire Officer and Chief Executive advised that Policy had now been drafted and was in the process of being reviewed by the Legal Department prior to formal approval and implementation by the end of October 2018.

RESOLVED: That:

- [1] The 2018-19 Internal Audit Progress Report and the consolidated Follow Up Report September 2018 be noted.**

6 UNITARY PERFORMANCE GROUP REPORT 2017-18 AND QUARTER 1 2018-19

Consideration was given to a report, which provided an update on the initiatives supported and funded by the Unitary Performance Groups (UPGs) during 2017-18 and Quarter 1 of 2018-19. This report had been produced at the request of the Chair and would be presented to this meeting on an annual basis.

It was reported that the UPG meetings provided an opportunity for local Cheshire Fire Authority Members to engage with officers from Service Delivery, Prevention and Protection to scrutinise performance at a local level. The UPG also developed initiatives which assisted with improving performance and outcomes for the communities within each unitary area. The UPGs received £25k per year to enable them to consider and approve funding bids for activities within their areas. Information on some of the initiatives supported and funded by the UPGs during 2017-18 and Quarter 1 of 2018-19 were detailed at Appendix 1 of the report.

RESOLVED: That:

- [1] That the content of the report and comments raised be noted.**

7 ANNUAL EQUALITY AND DIVERSITY MONITORING REPORT 2017-18

Consideration was given to a report of the Director of Transformation which provided a summary of key issues identified in the Service's Annual Equality Report 2017-18 which was attached at Appendix 1 of the report.

The report was divided into two sections: Internal Employment (including recruitment monitoring) and Service Delivery which covered the monitoring and

analysis of external service users who either interact with the service in respect of prevention and protection activities or have been affected by community risks and incidents. Work was already underway to try to ensure that any issues highlighted within the report including challenges and ongoing priorities for 2018-19 were being addressed appropriately.

A Member asked if joint work took place with the Constabulary on equality and diversity. In response, an officer advised that a number of joint training and networking sessions had taken place with the Constabulary which had been a success.

RESOLVED: That:

[1] The Annual Equality and Monitoring Report 2017-18 be noted.

8 FORWARD WORK PROGRAMME 2018-19

Consideration was given to the Committee's Forward Work Programme for 2018-19 which identified the reports to be submitted to future meetings of the Committee. Members were requested to agree any additional items to be included in the programme.

RESOLVED: That:

[1] The content of the Committee's Forward Work Programme for 2018-19 be noted.

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MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Monday, 17 September 2018 at Lecture Theatre - Fire Service HQ, Winsford, Cheshire at 1.30 pm

PRESENT: Councillors B Rudd (Chair), S Nelson, D Flude, E Johnson, S Parker and M Tarr

1 PROCEDURAL MATTERS

A Apologies for Absence

Councillor G Merry submitted her apologies.

B Declaration of Members' Interests

There were no declarations of interest.

C Minutes of the last meeting

RESOLVED: That:

The minutes of the Staffing Committee held on 8th May 2018 be confirmed as a correct record.

2 ALLOWANCES AND PENSIONABLE PAY - NORMAN CASE FOLLOW UP WORK

Consideration was given to a report from the Director of Governance and Commissioning which summarised the work that had taken place to resolve the position of a number of staff, former staff and pensioners following the High Court decision in the Norman v Cheshire Fire and Rescue case from 2011. The Norman case was concerned with whether allowances were part of pensionable pay under the Firefighters Pension Scheme 1992. The decision in the Norman case had far-reaching implications for all fire and rescue services. Essentially, it meant that it would no longer be possible to exclude allowances from pensionable pay (notwithstanding the terms of collective agreements that had been previously negotiated and agreed).

RESOLVED: That:

[1] The outcome of the work to implement the decision in the Norman case and the financial impact that this has had on the Service be noted.

3 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That:

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

Item 4: Staffing Implications from the Decision to Redeploy the High Volume Pump (HVP) from Congleton to Powey Lane

Item 5: Pensions Ombudsman Case Briefing

Paragraph 1 - Information relating to any individual;

Paragraph 4 - Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees and employees of, or office holders under, the authority.

4 STAFFING IMPLICATIONS FROM THE DECISION TO REDEPLOY THE HIGH VOLUME PUMP (HVP) FROM CONGLETON TO POWEY LANE

Consideration was given to a report of the Assistant Chief Fire Officer – Service Delivery which provided an update in relation to the existing on-call crew at Congleton Fire Station following the decision made to redeploy the HVP from Congleton Fire Station to Powey Lane, removing the need for the on-call cohort to provide the necessary cover to maintain the HVP availability at Congleton.

The report also presented information regarding the potential redeployment of the existing cohort of on-call firefighters and on-call crew managers at Congleton within the Service and the potential redundancy of those that do not wish to be redeployed within the Service.

RESOLVED: That:

- [1] The position of the existing on-call cohort at Congleton be noted.**
- [2] The proposal to re-deploy the on-call crew from Congleton elsewhere in the Service be endorsed.**
- [3] The statutory redundancy entitlement be paid to any staff that are redundant.**
- [4] In the event that FF A wishes to be redeployed, the reengagement is now approved without the need for any further reports to Members.**

5 PENSIONS OMBUDSMAN CASE BRIEFING

The Director of Transformation was in attendance and provided an update on a current Pensions Ombudsman case.

RESOLVED: That:

[1] The update be noted.

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19TH SEPTEMBER 2018
REPORT OF: EXTERNAL AUDITORS

SUBJECT: ANNUAL AUDIT LETTER – YEAR ENDED
31ST MARCH 2018

Purpose of Report

1. To present the Annual Audit Letter. Representatives from Grant Thornton will attend the meeting.

Recommended: That

[1] the Annual Audit Letter for the year ended 31st March 2018 be noted.

Information

2. The 2017-18 Annual Audit Letter from the Authority's External Auditors, Grant Thornton, is attached as Appendix 1 to this report. The letter summarises the key findings arising from the audit.

**CONTACT: DEMOCRATIC SERVICES, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804**

BACKGROUND PAPERS:

Audit Findings Report 2017-18 presented to Cheshire Fire Authority on 18th July 2018 (Minute 2 refers)

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Annual Audit Letter

Year ending 31 March 2018

Cheshire Fire Authority

28 August 2018

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Your key Grant Thornton
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Section

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Appendices

- A Reports issued and fees

Executive Summary

Purpose

Our Annual Audit Letter (Letter) summarises the key findings arising from the work that we have carried out at Cheshire Fire Authority (the Authority) for the year ended 31 March 2018.

This Letter is intended to provide a commentary on the results of our work to the Authority and external stakeholders, and to highlight issues that 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 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 18th July 2018.

Respective 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) (ISAs) and other guidance issued by the NAO.

Our work

Materiality	We determined materiality for the audit of the Authority's financial statements to be £801,000, which is 2% of the Authority's gross revenue expenditure.
Financial Statements opinion	We gave an unqualified opinion on the Authority's financial statements on 30 th July 2018.
Whole of Government Accounts	We were not required to complete any work on the Authority's consolidation return following guidance issued by the NAO.
Use of statutory powers	We did not identify any matters which required us to exercise our additional statutory powers.
Value for Money arrangements	We were satisfied that the Authority put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources. We reflected this in our audit report to the Authority on 30 th July 2018.
Certificate	We certify that we have completed the audit of the accounts of Cheshire Fire Authority in accordance with the requirements of the Code of Audit Practice.

Audit of the Accounts

Materiality

In our audit of the Authority's financial statements, we use the concept of materiality to determine the nature, timing and extent of our work, and in evaluating 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 the audit of the Authority accounts to be £801,000, which is 2% of the Authority's gross revenue expenditure. We used this benchmark as, in our view, users of the Authority's financial statements are most interested in where the Authority has spent its revenue in the year.

We also set a lower level of specific materiality for senior officer remuneration and termination benefits of £20,000 to reflect the sensitivity of these disclosures to public scrutiny.

We set a threshold of £40,000, above which we reported all other errors to the Authority in our Audit Findings Report.

The scope of our audit

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

- the accounting policies are appropriate, have been consistently applied and adequately disclosed;
- the 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 remainder of the Statement of Accounts, the narrative report, and the annual governance statement published alongside the Statement of Accounts to check they are consistent with our understanding of the Authority and with the financial statements included in the Statement of Accounts on which we gave our opinion.

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

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

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the Accounts

Significant Audit Risks

These are the significant risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Improper revenue recognition</p> <p>Under ISA 240 (UK) there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.</p>	<p>As part of our audit work we have:</p> <ul style="list-style-type: none">• considered the risk factors set out in ISA240 and the nature of the revenue streams at the Authority, we have determined that the risk of fraud arising from revenue recognition can be rebutted, because:• there is little incentive to manipulate revenue recognition• opportunities to manipulate revenue recognition are very limited• The culture and ethical frameworks of local authorities, including Cheshire Fire Authority, mean that all forms of fraud are seen as unacceptable.	<p>We did not consider this to be a significant risk for Cheshire Fire Authority.</p>
<p>Management override of controls</p> <p>Under ISA 240 (UK) there is a non-rebuttable presumed risk that the risk of management override of controls is present in all entities.</p>	<p>As part of our audit work we have:</p> <ul style="list-style-type: none">• reviewed accounting estimates, judgements and decisions made by management• tested journal entries• looked to identify unusual significant transactions• reviewed of significant related party transactions and considered whether they fall outside the normal course of business	<p>Our audit work did not identify any issues in respect of management override of controls.</p>

Audit of the Accounts

Significant Audit Risks *(continued)*

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Valuation of property, plant and equipment</p> <p>The Authority revalues its land and buildings on a five-yearly basis to ensure that carrying value is not materially different from fair value. This represents a significant estimate by management in the financial statements.</p> <p>We identified the valuation of land and buildings revaluations and impairments as a risk requiring special audit consideration.</p>	<p>To address this we:</p> <ul style="list-style-type: none"> • reviewed management's processes and assumptions for the calculation of the estimate. • reviewed the competence, expertise and objectivity of any management experts used. • reviewed the instructions issued to valuation experts and the scope of their work. • discussed with the Authority's valuer about the basis on which the valuation was carried out, challenging the key assumptions. • reviewed and challenged the information used by the valuer to ensure it was robust and consistent with our understanding. • tested revaluations made during the year to ensure they were input correctly into the Authority's asset register. • evaluated the assumptions made by management for those assets not revalued during the year and how management satisfied themselves that these were not materially different to current value. 	<p>The Authority commissioned a review of its asset portfolio values and adjusted where there was a material difference between gross book value and the current value as determined by the valuer.</p> <p>The CIPFA Code requires authorities to compare carrying value, i.e. net book value, against the current value at each reporting date. When applying this criteria further revaluations needed to be recognised.</p> <p>This resulted in an increase to asset values of £2.044 million and a corresponding increase to the revaluation reserve. There was no impact on the general fund as a result of these changes.</p>

Audit of the Accounts

Significant Audit Risks *(continued)*

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Valuation of pension fund net liability</p> <p>The Local Government Pension Scheme (LGPS) pension net liability as reflected in the balance sheet, and asset and liability information disclosed in the notes to the accounts, represent significant estimates in the financial statements.</p> <p>The Firefighters Pension schemes pension fund liability as reflected in the balance sheet and notes to the accounts represent significant estimates in the financial statements.</p> <p>These estimates by their nature are subject to significant estimation uncertainty, being sensitive to small adjustments in the assumptions used.</p> <p>We identified the valuation of the pension fund net liability as a risk requiring special audit consideration.</p>	<p>To address this we:</p> <ul style="list-style-type: none"> identified the controls put in place by management to ensure that the pension fund net liability is not materially misstated and assessed whether those controls were implemented as expected and whether they were sufficient to mitigate the risk of material misstatement. reviewed the competence, expertise and objectivity of the actuary who carried out the Authority's pension fund valuation. gained an understanding of the basis on which the IAS 19 valuation was carried out, undertaking procedures to confirm the reasonableness of the actuarial assumptions made. reviewed the consistency of the pension fund net liability disclosures in notes to the financial statements with the actuarial report from your actuary. 	<p>Our audit work did not identify any issues in respect of the pensions liability.</p>

Audit of the Accounts

Audit opinion

We gave an unqualified opinion on the Authority's financial statements on 30th July 2018, in advance of the national deadline.

Preparation of the accounts

The Authority presented us with draft accounts in accordance with the national deadline, and provided a good set of working papers to support them. The finance team responded promptly and efficiently to our queries during the course of the audit.

Issues arising from the audit of the accounts

We reported the key issues from our audit to the Authority on 18th July 2018.

In addition to the key audit risks reported above, we identified errors within two of the notes to the financial statements which management agreed to adjust. These were to reanalyse the details of income and expenditure by nature to be consistent with the Comprehensive income and Expenditure Statement and to correct omissions from the banding analysis of senior officers remuneration.

The Authority could have made more detailed disclosures in relation to the fair value of its loan portfolio, however this would not have made a material difference to the figures disclosed and did not affect the amounts at which the loans are carried in the balance sheet. We agreed with management that the disclosure would not be amended.

The Authority does not account directly for its share of the assets and liabilities of North West Fire Control (NWFC) although it does account for its income and expenditure during the year. The impact on the balance sheet was not material either in aggregate or on an line by line basis. We agreed with management that the balance sheet would not be amended.

Annual Governance Statement and Narrative Report

We are required to review the Authority's Annual Governance Statement and Narrative Report. It published them on its website alongside the Statement of Accounts in line with the national deadlines.

Both documents were prepared in line with the CIPFA Code and relevant supporting guidance. We confirmed that both documents were consistent with the financial statements prepared by the Authority and with our knowledge of the Authority.

The Annual Governance Statement was not published alongside the Financial Statements and Narrative at the start of the period for the exercise of electors rights. In this respect we believe the Authority has not complied fully with the Accounts and Audit Regulations 2015.

We recommended the Authority amend its timetables to ensure the Annual Governance Statement, Financial Statements and Narrative report are published together. The Authority agreed to this. Our recommendation is set out in appendix B.

Other statutory powers

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.

Nothing has arisen that led to us exercising our other statutory powers.

Certificate of closure of the audit

We are also required to certify that we have completed the audit of the accounts of Cheshire Fire Authority in accordance with the requirements of the Code of Audit Practice.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice, following the guidance issued by the NAO in November 2017 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

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work.

The key risks we identified and the work we performed are set out overleaf.

Overall Value for Money 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 ending 31 March 2018.

Value for Money conclusion

Key Value for Money risks

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Financial sustainability</p> <p>The Authority is operating against a background of:</p> <ul style="list-style-type: none"> • Funding reductions • Changes in the legislative and policy requirements • Changes to the regulatory bodies and frameworks <p>At the same time it is planning to maintain council tax rises at less than 2% and fund its capital programme from reserves. To achieve this the Authority will need to exercise strong financial discipline.</p>	<p>As part of our work we have:</p> <ul style="list-style-type: none"> • reviewed the Authority's arrangements for budgeting and for monitoring and reporting financial performance. • examined evidence in the form of Authority agenda and Meeting papers, and Published Policy documents such as the Efficiency Plan and Integrated Risk Management Plan. • held discussions with officers and reviewed internal documents such as working drafts of the Medium Term Financial Plan. • critically reviewed out-turn performance against budget. 	<p>We found:</p> <ul style="list-style-type: none"> • The Medium Term Financial Plan is soundly based and is driven by the needs identified in the Integrated Risk Management Plan, balanced against the need for savings identified in the Efficiency Plan. • Planned spend on services was £40,018k actual spend in the year was £41,620k. • £2,226K of current year expenditure was planned to be funded from reserves. • There has been a mix of over and underspends, with some over spends the result of changed circumstances, for example the response Grenfell Tower and the changes crewing at to Crewe and Ellesmere Port stations. • Savings have been achieved in part through planned efficiencies and in part through identifying savings opportunities as they arise such managing vacancies. • The Authority has identified that the rates available for suitably secure investments are low and is utilising cash balances for capital projects while maintaining adequate resources to meet day to day liabilities. • The changing nature of the work Fire and Rescue Authorities are expected to undertake will lead to challenges but can contribute to overall efficiency. <p>Conclusion</p> <ul style="list-style-type: none"> • The Authority has in place proper arrangements to manage the identified risk and therefore had proper arrangements in all significant respects to ensure it delivered value for money in its use of resources.

A. Reports issued and fees

We confirm below our final reports issued and fees charged for the audit and the provision of non-audit services.

Report issued	Date issued
Audit Plan	March 2018
Audit Findings Report	July 2018
Annual Audit Letter	August 2018

Fees issued	Planned	Actual fees	2016/17 fees
	£	£	£
Statutory audit	29,860	29,860	29,860
Total fees	29,860	29,860	29,860

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

Non- audit services

No non-audit services were provided by Grant Thornton UK LLP to the Authority during the year ended 31 March 2018.

Working with the Authority

During the year we have delivered a number of successful outcomes with you:

- an efficient audit – we worked with officers during the year to ensure the earlier accounts preparation and audit deadlines were achieved. We also completed the bulk of our audit fieldwork during June 2018 in accordance with the timetable agreed with Officers
- providing training – we provided your teams with training on financial accounts and annual reporting.

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



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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: LYNN MARSH

SUBJECT: ANNUAL REPORT 2017-18

Purpose of Report

1. This report seeks approval to publish the Annual Report for 2017-18, which incorporates statutory information on the annual Statement of Accounts together with summary information on key areas of Service performance during the last financial year.
2. Proofs of the newspaper-style report will be shared amongst Members at the meeting and each Member will be sent an electronic copy.

Recommended: That

- [1] Subject to Members' comments, the draft Annual Report 2017–18 is approved for publication.

Background

3. The Authority must publish certain information about its accounts and governance arrangements. Reference is made to this information in the Annual Report.
4. The Authority is also required to comply with the requirements of the Fire and Rescue National Framework concerned with the provision of information to communities about its performance. The publication of the Annual Report helps the Authority to meet these obligations. It is also required to produce an annual Statement of Assurance.
5. The Authority has prepared and distributed the Annual Report for a number of years in a newspaper style and delivered it to every household in Cheshire. Following a discussion with Senior Members it was agreed that the Annual Report would not be delivered to all households this year. As a result a reduced quantity of printed versions will be made available in selected public access areas.

Information

6. The Fire Authority is committed to keeping its residents, businesses and key stakeholders informed about the development of its services and policies and its performance against its published plans.
7. The content of the Annual Report includes details about key areas of Service performance compared over time and against similar fire and rescue services, together with a summary of the Statement of Accounts.
8. A draft of the Annual Report has now been produced, with an electronic copy due to be published on the Service's website by 30 September 2018 – the statutory deadline for publication of the Statement of Accounts. Publication will be announced through our social media channels and via mainstream media.

Financial implications

9. Reducing the print circulation and Royal Mail delivery costs will save approximately £45k per annum.

Legal implications

10. The Service has a statutory requirement to publish its summary of accounts. There is no legal requirement to print and distribute an Annual Report.

Equality impact assessment

11. The Annual Report will be made available in other formats on request.

Environmental Implications

12. In recognition of the Authority's commitments through its environmental strategy, the contract with the printing company has specified the use of paper from partially recycled stock.

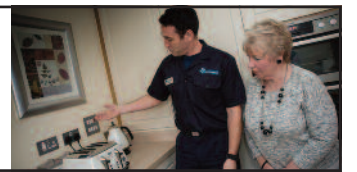
CONTACT: DEMOCRATIC SERVICES, CLEMONDS HEY, WINSFORD

TEL: [01606] 868804

BACKGROUND PAPERS:

1. **Quarter 1 to 4 Reports 2017-18 which have been submitted to the Performance and Overview Committee during 2017-18.**
2. **Statement of Accounts 2017-18 submitted to the Fire Authority on 18th July 2018.**

Appendix 1 – Annual Report 2017-18



annual report

2017-2018



INVESTING IN FRONTLINE SAFETY

Cheshire's fire engines, road traffic collision equipment and firefighter helmets have all been upgraded to help ensure the Service continues to do the best job possible.

Three new fire engines, all 2017 plates, have been allocated to Warrington, Chester and Crewe.

These moves have allowed more advanced appliances to be allocated to Sandbach and Holmes Chapel, replacing their former 'Y' and 'V' registration vehicles with 2015 Scania fire engines.

The North West region also ran a joint project to procure the next generation of fire helmet. The new helmet, the MSA Gallet F1 XF, is more modern with improved fit and additional safety features.

It has improved eye protection and an integral lighting unit. The helmet has different coloured front plates which are interchangeable. These colours reflect the wearer's level of training and competence, allowing officers in charge at incidents to ensure they select appropriately trained personnel for specific tasks.

To enhance crew and casualty safety at road traffic accidents, Cheshire Fire and Rescue Service has also purchased equipment to quickly and effectively stabilise a vehicle.

Three models from different manufacturers were trialled with the winning bid from Holmatro UK with their V Strut. Following training, this piece of kit will be issued to all fire appliances during 2018.



CFO Paul Hancock retires

Paul Hancock has retired as Chief Fire Officer and Chief Executive after 34 years with the UK fire service. Paul became Cheshire's chief in October 2009 having previously held the post of deputy. He joined Cheshire in 2007 following a 22-year career with Cumbria Fire and Rescue Service, where he attained the post of Assistant Chief Fire Officer. He also acted as joint Chief Fire Officer for both counties for 15 months in 2016-17 and is a former president of the Chief Fire Officers' Association.

Cllr Rudd, Cheshire Fire Authority Chair, said: "Paul has made considerable changes at a difficult time financially and he's managed to maintain the number of fire engines across the county, increase the number of fire stations and increase the number of home safety visits and prevention work. Both I and my fellow Fire Authority members wish to thank him for his dedication and commitment to Cheshire Fire and Rescue Service."

Speaking on his last day in office, Paul said: "Without the support of all the staff at the Service we could not have achieved all that we have under the financial constraints imposed nationally. I am so proud to have been a part of Team Cheshire and to have had the opportunity to work in such an enthusiastic and passionate organisation."

His successor is former Deputy Chief Fire Officer Mark Cashin, who joined Cheshire from Greater Manchester FRS in 2007 where he was a borough commander and also held a number of specialist and operational roles.

Mark said: "Since joining the Service I have continued to be hugely impressed with the commitment and dedication shown by all our staff. We are well-known for our innovative approach to reducing the risks facing our residents and businesses and I want to put on record my 100% commitment to further improving the safety and wellbeing of the communities we serve."



l to r: Paul Hancock, Councillor Bob Rudd and Mark Cashin

Fantastic fourth for Stonewall

Cheshire Fire and Rescue Service has been named the most LGBT-friendly emergency service in the UK, making it into the top five of charity Stonewall's prestigious Top 100 Employers list for 2018.

The Service jumped four places from their 8th place in 2017, to be ranked a fantastic 4th position. It means Cheshire is the best performing emergency service in the UK due to its efforts to engage lesbian, gay, bisexual and transgender (LGBT) staff, volunteers and communities.

It's the sixth consecutive year the Service has featured in the Top 100, which assesses organisations ranging from local authorities to international investment banks against criteria including engagement with staff and communities, training and leadership.

Stonewall also recognised Cheshire as a Star Performer, a new commendation which recognises consistent high performance. Furthermore, the Service's LGBT Employee Network Group, FirePride, has been rewarded with a Highly Commended Network Group 2018.

Cllr Bob Rudd, Chair of Cheshire Fire Authority said "No one from the LGBT community should hesitate to engage with our staff or volunteers and the Service's fourth position on the Stonewall Top 100 list provides that reassurance."



Thousands turn out for Blue Light Open Day



Thousands of visitors got a unique insight into the work of Cheshire's emergency services at the Blue Light Open Day.

Held jointly between the Service and Cheshire Police at the Clemonds Hey headquarters in Winsford, the event was an opportunity to showcase the skilled and varied work both organisations do to help keep communities safe.

There were displays from the Cheshire Fire Cadets, the Constabulary Band and a demonstration of how fire and police work together at road traffic collisions, along with action-packed demonstrations by the Rope Rescue Team, public order police dealing with petrol bombings and an electrifying Taser demonstration by specially-trained officers.



Blue Light Collaboration update

Plans to join a number of back office and professional services at Cheshire and Fire Rescue Service and Cheshire Police are continuing to progress.

All of the Corporate Service teams, including Human Resources, Information Technology and Legal Services, are now providing a joint service, helping improve the resilience available to both organisations.

Some of the senior officers, including Chief Fire Officer and Chief Executive Mark Cashin, are also now based at Clemonds Hey.

The new joint headquarters at Clemonds Hey is being developed to ensure that the look and feel reflects the cultures of combined teams and encourages closer working between individuals and organisations.

Fire Authority thanks public for views

Cheshire Fire Authority has thanked everybody who took the time to share their views during a consultation about plans for the future.

At a meeting at the Service's Headquarters in Winsford, members of the Authority officially considered all of the feedback received and agreed a number of changes to the draft Integrated Risk Management Plan (IRMP) for 2017/18.

Chair of Cheshire Fire Authority, Cllr Bob Rudd, said: "We're grateful to everyone who took the time to respond to our consultation and we have considered all of the feedback received."

"Like many other public services, we are facing some challenging times ahead but we believe our plan maintains a strong focus on both the safety of our communities and our firefighters."

The IRMP for 2017/18 involved the implementation of the following projects:

- Redeveloping a new operational training centre at the Service's current Winsford Headquarters site.
- Work to expand the current Cardiac Response pilot to all fire stations in partnership with the North West Ambulance Service.
- Continue to campaign to ensure that requirements for sprinkler systems in schools remains in place.

Members also agreed to increase the Service's Council Tax precept by 1.99%.



Four awards in a year for Safe & Well visits



Lifesaving work by Cheshire firefighters and advocates has won four national awards in the first year of the innovative and ground-breaking Safe and Well programme.

The Service offers a free 'Safe and Well' visit for people who are aged over 65 and for people who are referred to it by partner agencies because they are considered to be at a particular risk. The visits incorporate the traditional fire safety information (and smoke alarm fitting where required), and also offer additional advice on slips, trips, fall prevention, a heart check, bowel cancer screening as well as offering additional support to those who wish to stop smoking, taking drugs or reduce their alcohol consumption. During winter, winter warmth safety advice is also discussed.

The awards won are the iESE Public Sector Transformation Award 2018, Excellence in Fire and Emergency Award 2017, Healthcare Transformation Award 2017 and the Heart Rhythm Showcasing Best Practice 2017.

Head of Prevention Nick Evans said: "We are delighted that the fantastic work of our firefighters and prevention team advocates has been recognised by these awards. The Safe and Well visits have been invaluable in increasing the number of interventions which take place in the homes of the most vulnerable in Cheshire."

Between 1 April 2017 and 31 March 2018 Cheshire firefighters and advocates carried out over 40,000 Safe and Well visits, with 7.5% of those visits resulting in a referral to health and/or other agencies.

Crewing review

Earlier this year, Cheshire Fire Authority considered a review into plans to introduce an on-call duty system for the second fire engines at Crewe and Ellesmere Port fire stations.

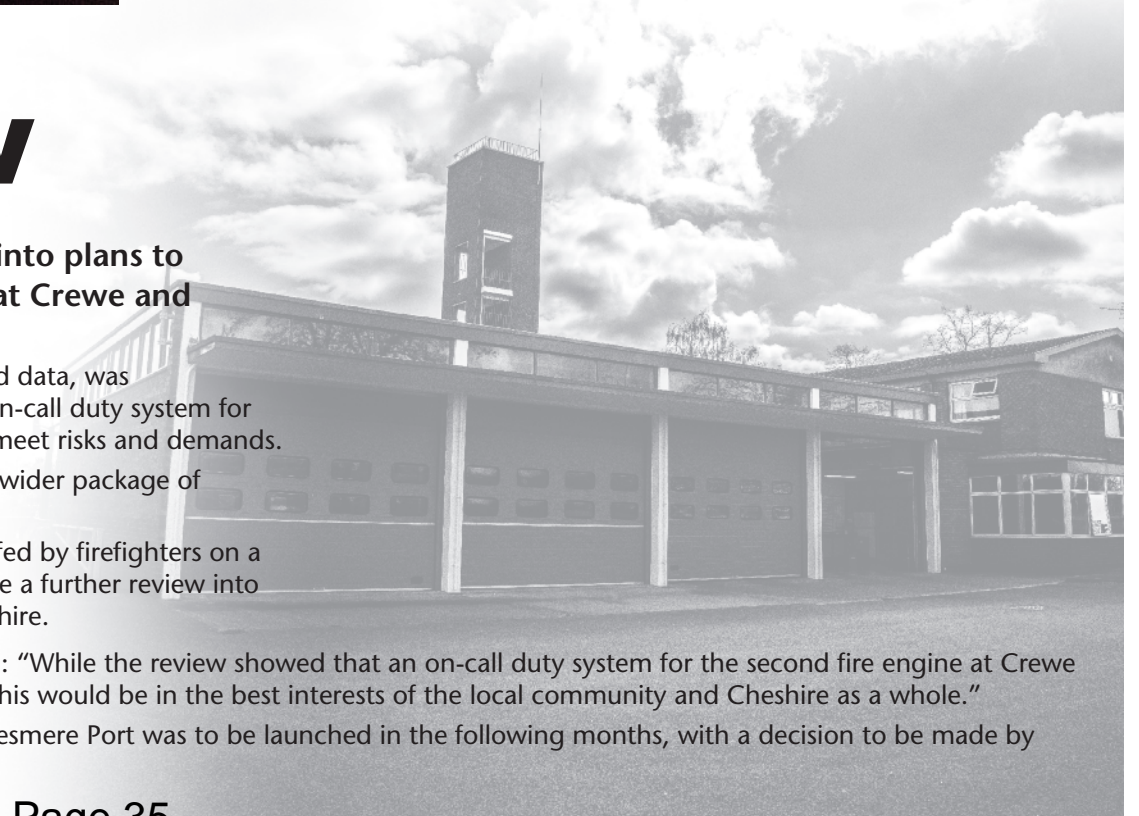
The review, which was undertaken by officers using independently validated data, was commissioned by the Authority to determine whether plans to introduce an on-call duty system for the second fire engines at Crewe and Ellesmere Port were still appropriate to meet risks and demands.

Members had originally decided to introduce this plan in 2013 as part of a wider package of change to emergency cover across Cheshire.

However, in Crewe, the Authority voted to keep the second fire engine staffed by firefighters on a wholtime duty system. For Ellesmere Port, the Authority decided to undertake a further review into where this resource could be situated to provide the most benefit across Cheshire.

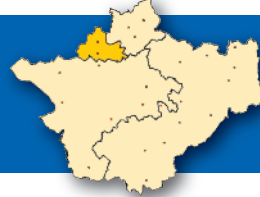
Following the decision, Cllr Bob Rudd, Chair of Cheshire Fire Authority, said: "While the review showed that an on-call duty system for the second fire engine at Crewe was appropriate operationally, after consideration members did not feel that this would be in the best interests of the local community and Cheshire as a whole."

A review of the optimum potential location for the second fire engine at Ellesmere Port was to be launched in the following months, with a decision to be made by Authority members at a later date.



Your Service v

Halton Unitary performance area profile



In the last three years, primary fires in Halton have increased by 19%. These are fires that involve property such as buildings and vehicles, and include both accidental and deliberate incidents. The number of fire-related fatalities and injuries remains low, with the majority of hospital admissions as a result of slight injuries.

Also included in the primary fires category are accidental fires in the home, which have not changed in the last three years. Delivery of Safe and Well visits continues to be focused on those households most at risk and this is backed up with publicity campaigns highlighting key safety messages, particularly around safety in the kitchen where around 60% of house fires start.

Deliberate fires have seen a 6% reduction over the past three years. While deliberate primary fires saw an increase of 80%, deliberate secondary fires saw a decrease of 19%. The main cause of the increase in deliberate primary fires was vehicle fires, particularly motorcycles and cars which, combined, have seen a 90% increase in three years.

Cheshire Fire and Rescue Service's intelligence-led approach to identifying 'hotspot' areas of high activity has become more sophisticated and problem areas are highlighted and tackled with a range of arson reduction and youth engagement initiatives. The main cause of the increase in deliberate primary fires was vehicle fires, particularly motorcycles and cars which, combined, have seen a 90% increase in three years.

Key statistics	2015-16	16-17	17-18
Primary fires per 100,000 population	101.01	121.75	119.13
Fatalities from primary fires per 100,000 population	0.79	2.36	0.00
Injuries from primary fires per 100,000 population	4.73	2.36	8.62
Deliberate primary fires per 10,000 population	3.16	5.18	5.64
Deliberate secondary fires per 10,000 population	20.60	13.82	16.62

Key contacts



Mike Clark Service Delivery Manager
Lorraine Page Locality Safety Manager
Liz Thompson Hub Administration Manager
Carl Rainbird Station Manager - Protection

Your local station – For more information about your local fire station, please visit our website www.cheshirefire.gov.uk

Fire Authority Members



Phil Harris **Stef Nelson** **Rob Polhill**



■ Wholtime station
(Runcorn also has an on-call watch)

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Cheshire West & Chester Unitary performance area profile



In the last three years, primary fires in Cheshire West & Chester have increased by 11%. These are fires that involve property such as buildings and vehicles, and include both accidental and deliberate incidents. The number of fire-related fatalities and injuries remains low, with the majority of hospital admissions as a result of slight injuries.

Also included in the primary fires category are accidental fires in the home, which have increased by 12% in the last three years. Delivery of Safe and Well visits continues to be focused on those households most at risk and this is backed up with publicity campaigns highlighting key safety messages, particularly around safety in the kitchen where around 60% of house fires start.

Deliberate fires have seen a 19% reduction over the past three years. Deliberate primary fires saw a 6% decrease and deliberate secondary fires saw a decrease of 23%. Cheshire Fire and Rescue Service's intelligence-led approach to identifying 'hotspot' areas of high activity has become more sophisticated and problem areas are highlighted and tackled with a range of arson reduction and youth engagement initiatives.

Key statistics	2015-16	16-17	17-18
Primary fires per 100,000 population	95.22	105.74	104.15
Fatalities from primary fires per 100,000 population	0.60	0.30	0.59
Injuries from primary fires per 100,000 population	2.70	5.36	5.92
Deliberate primary fires per 10,000 population	2.46	2.41	2.28
Deliberate secondary fires per 10,000 population	9.70	9.14	7.40

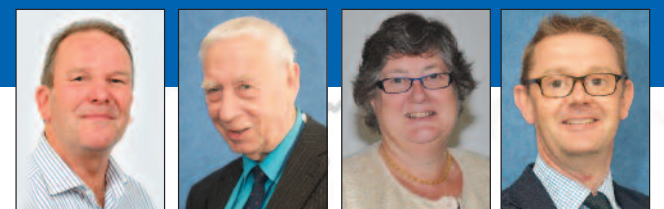
Key contacts



Tony O'Dwyer Service Delivery Manager
Emma Coxon Locality Safety Manager
Emma Mason Hub Administration Manager
Ian Kay Station Manager - Protection

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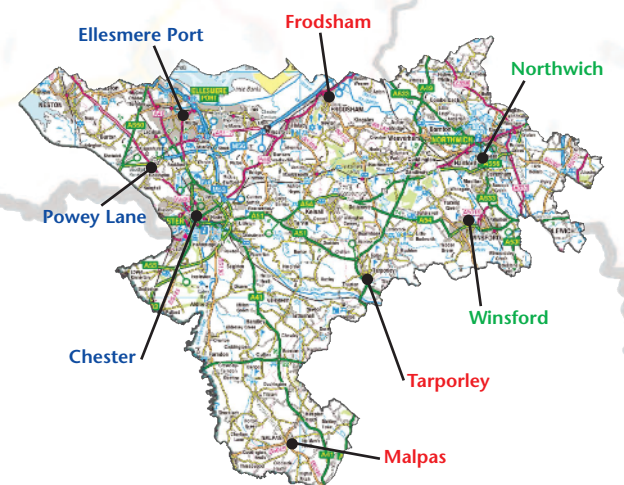
Fire Authority Members



Martin Barker **Don Beckett** **Eleanor Johnson** **Nigel Jones**



Jane Mercer **Stuart Parker** **Bob Rudd** **Tony Sherlock**

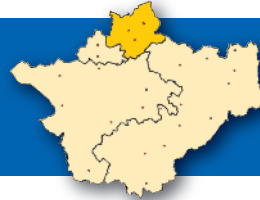


■ Wholtime station
 ■ Day crewed station
 ■ On-call station

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where you live

Warrington Unitary performance area profile



In the last three years, primary fires in Warrington have decreased by 6%. These are fires that involve property such as buildings and vehicles, and include both accidental and deliberate incidents. The number of fire-related fatalities and injuries remains low, with the majority of hospital admissions as a result of slight injuries.

Also included in the primary fires category are accidental fires in the home, which have seen a 24% reduction in the last three years. Delivery of Safe and Well visits continues to be focused on those households most at risk and this is backed up with publicity campaigns highlighting key safety messages, particularly around safety in the kitchen where around 60% of house fires start.

Deliberate fires have seen a 10% reduction over the past three years. While deliberate primary fires saw an increase of 6%, deliberate secondary fires saw a decrease of 14%. Cheshire Fire and Rescue Service's intelligence-led approach to identifying 'hotspot' areas of high activity has become more sophisticated and problem areas are highlighted and tackled with a range of arson reduction and youth engagement initiatives.

Key statistics	2015-16	16-17	17-18
Primary fires per 100,000 population	114.54	100.97	106.82
Fatalities from primary fires per 100,000 population	0.00	0.48	0.48
Injuries from primary fires per 100,000 population	4.33	4.79	3.34
Deliberate primary fires per 10,000 population	3.08	2.97	3.24
Deliberate secondary fires per 10,000 population	13.43	10.77	11.40

Key contacts


Mike Clark
 Service Delivery Manager


Lorraine Page
 Locality Safety Manager


Liz Thompson
 Hub Administration Manager


Carl Rainbird
 Station Manager - Protection

Your local station – For more information about your local fire station, please visit our website www.cheshirefire.gov.uk

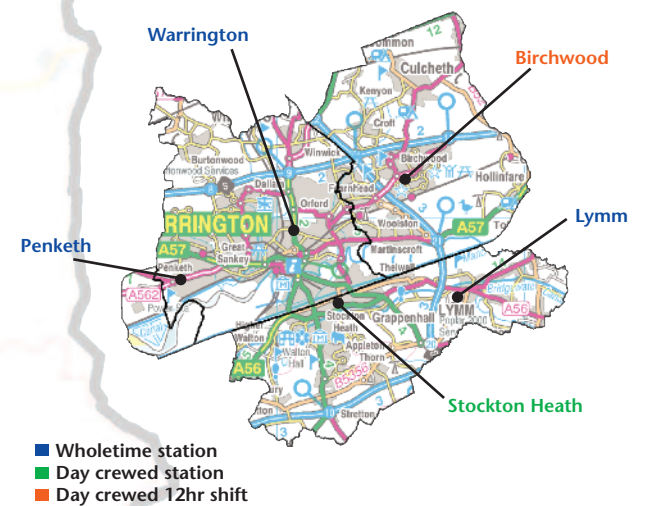
Fire Authority Members



Mike Biggin Karen Mundry



Morgan Tarr Steve Wright



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Cheshire East Unitary performance area profile



In the last three years, primary fires in Cheshire East have increased by 5%. These are fires that involve property such as buildings and vehicles, and include both accidental and deliberate incidents. The number of fire-related fatalities and injuries remains low, with the majority of hospital admissions as a result of slight injuries.

Also included in the primary fires category are accidental fires in the home, which have increased by 6% in the last three years. Delivery of Safe and Well visits continues to be focused on those households most at risk and this is backed up with publicity campaigns highlighting key safety messages, particularly around safety in the kitchen where around 60% of house fires start.

Deliberate fires have seen a 27% increase in the last three years. While deliberate primary fires saw a 6% decrease, deliberate secondary fires saw an increase of 43%. Cheshire Fire and Rescue Service's intelligence-led approach to identifying 'hotspot' areas of high activity has become more sophisticated and problem areas are highlighted and tackled with a range of arson reduction and youth engagement initiatives.

Key statistics	2015-16	16-17	17-18
Primary fires per 100,000 population	92.36	105.49	96.08
Fatalities from primary fires per 100,000 population	0.80	0.80	0.26
Injuries from primary fires per 100,000 population	6.12	4.24	6.07
Deliberate primary fires per 10,000 population	1.89	2.07	1.77
Deliberate secondary fires per 10,000 population	3.81	3.50	5.38

Key contacts


Mark Bushell
 Service Delivery Manager


Lorraine Page
 Locality Safety Manager


Bev Hughes
 Hub Administration Manager


Mark Burrage
 Station Manager - Protection

Your local station – For more information about your local fire station, please visit our website www.cheshirefire.gov.uk

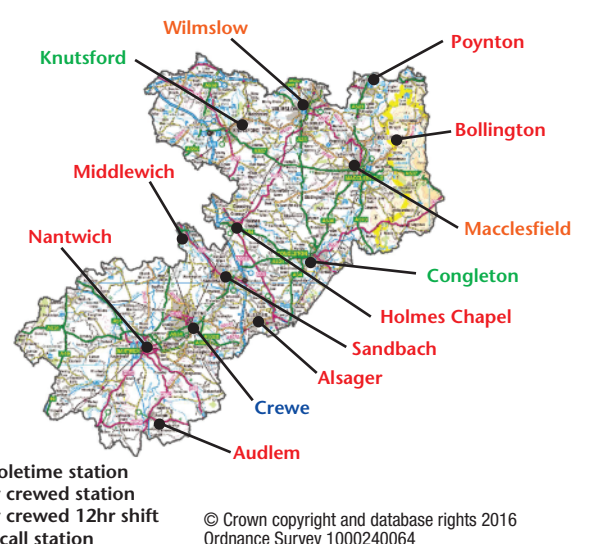
Fire Authority Members



Damian Bailey Beverley Dooley Dorothy Flude George Hayes



Dennis Mahon Gillian Merry Margaret Simon Jacqui Weatherill



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Ordnance Survey 1000240064

Enhancing young people's education, home and abroad

Two Nepal schools and the education of local children have been changed for generations to come, thanks to both Cheshire Fire Cadets and a group of Firefighter & Community Safety Apprentices.

Fire cadets from across the county travelled to Kangel in north eastern Nepal where they took part in a project that provided additional new classrooms for the local school. Not only did they raise all their travel costs, they also raised all the money for the materials for the project.

The Apprentices, who also raised all the money needed for their project, and more, went to the remote Nepalese village of Kharikhola, near Lukla. They helped build an Early Years Centre to earthquake-resistant standard which will provide specialist early years learning resources.

Chief Fire Officer Mark Cashin said: "We work in partnership on these projects with the charity Classroom in the Clouds. They not only help young people in Nepal to gain a better education, they also enable the Service to motivate our young people, be they apprentices or cadets, to develop and enhance their lives both physically and mentally."



CFRS Apprentices in Kharikhola



Service wins Tyre Safety Award

Cheshire Fire and Rescue Service has won an award for its tyre safety campaign.

The Service won a Tyre Safety Award in the Community category for their work with national charity partner TyreSafe.

There are more than 10 million illegal tyres on the roads in the UK with most people only finding out they have been driving on unsafe tyres when they go for their annual MOT check.

Illegal tyres were the cause of more than 1,000 crashes in the last year, almost double the amount caused by people being distracted by mobile phones.

Cheshire Fire and Rescue Service and Tyre Safe have been running awareness events for Cheshire's drivers by engaging with the public and offering a free tyre safety check along with advice on how to check tyres and the potential consequences of underinflated or over worn tyres.

Colin Heyes, Road Safety Manager at Cheshire Fire and Rescue Service, said: "We are delighted to have won this award for trying to tackle what is a huge problem on our roads.

"Most people don't think about their tyres when going from A to B but worn tyres can burst at any time or significantly increase stopping distances with deadly consequences."



Summary of accounts 2017-18



Cheshire Fire Authority is the public body which manages Cheshire Fire and Rescue Service on behalf of local communities. It is made up of 23 elected Members, with eight appointed by Cheshire West and Chester, eight by Cheshire East, three by Halton Borough and four by Warrington Borough. The current political composition of the Authority is Conservative (8), Labour (12), Independent (2) and Liberal Democrat (1).

The Authority is a separate legal body and has the power to set council tax and agree its own policies and procedures without needing the approval of these local councils. Its meetings are open to the public and are usually held at the Service's Sadler Road site in Winsford. Full details are on the website – www.cheshirefire.gov.uk.

Its key duties include approving the annual budget; setting its council tax level and agreeing the numbers of staff and levels of equipment necessary to provide an effective service and approving the organisation's key policies, plans and strategies.

It is also responsible for ensuring its business is

conducted in accordance with the law and proper standards, the public money is properly accounted for and how it aims for continuous improvement. To demonstrate this it produces an Annual Governance Statement to accompany the Statement of Accounts. From 2013-14 the Authority has included this as part of its annual Assurance Statement. Both the Annual Accounts and the Assurance Statement are available on the Authority's website.

Accounts

The Fire Authority's accounts show how it uses its resources to deliver a fire and rescue service across Cheshire. The summary accounts below provide an overview of where the funds come from, how they are used and the financial position as at March 31 2018.

Summary Revenue Account

The 2017/18 Fire Authority net revenue budget was £41.2m, with total net expenditure incurred of £41.1m resulting in an underspend of around £0.09m. The Authority has a general reserve of £8m. This has been assessed as proportionate to the risks facing the organisation and balances the current public sector

financial position with the need to ensure there are sufficient funds to deal with major incidents. The Authority also holds earmarked reserves to meet specific needs. In line with the continuing financial pressure it faces, the Authority has developed a range of options to deliver future savings. Implementing some of these will take time, however, and it is recognised that the Authority's reserves will be needed to smooth the financial pressure over the next few years.

Summary Balance Sheet

The Summary Balance Sheet shows the 2017/18 end of year position and the most obvious point to note is the net liability of £476m. In other words, the Fire Authority has assets worth £97m, but has long term liabilities of £565m. Most of the liabilities relate to expected future pension costs of £563m, compared to £533m in 2016/17. All local authorities are required to recognise this liability in their balance sheet even though it is not an immediate call on their resources, but instead is paid out over the life of existing and future pensioners. At present, all deficits on the Firefighters' Pension Scheme are funded by Government through a specific top up grant.

Summary Revenue Account 2017-18	£'000	£'000
Firefighting and Rescue Operations	22,966	
Protection and Prevention	3,513	
Premises, Fleet and other Corporate Support Costs	11,262	
Net Cost of Service		37,741
Other income, expenditure and adjustments	3,617	
Amount to be met by Govt Grant and Local Taxation		41,358
Revenue Support Grant and Local Taxation	-14,819	
Council Tax	-26,449	
Net General Fund (Surplus)\Deficit		-90
Balance on General Fund brought forward	-7,987	
Net movement on earmarked reserves	-134	
Balance on General Fund Carried Forward		-8,211

Summary Balance Sheet 2017-18	£'000	£'000
Long Term Assets	65,879	
Current Assets	31,181	
Long Term Liabilities	-564,961	
Current Liabilities	-8,227	
Total Assets less Total Liabilities		-476,128
Financed by:		
Unusable reserves	504,349	
Earmarked Reserves	-20,010	
General Reserve	-8,211	
TOTAL NET WORTH		476,128



Focus on Performance 2017-18

The Service continues to focus its fire prevention activity on those who are most vulnerable. Over the past three years fire crews and safety advocates have visited and carried out Home Safety Assessments (which became Safe and Well visits in February 2017) in over 110,000 homes.

The Service's prevention agenda continues to have positive impact on the numbers killed and injured. Over the past decade house fires have reduced by 38%, however fire-related injuries have increased by 16% compared to 10 years ago due to better validation and more accurate recording. 86% of households where dwelling fires have occurred have a working smoke alarm.

In addition, deliberate fires, which often occur outdoors, have also reduced by almost 70% since 2007/08 with conviction rates exceeding the national average.

The Service has also helped to change the lives of nearly 9,000 young and often disadvantaged young people through its Prince's Trust and RESPECT courses since they began.

The following infographic highlights some of the key trends relating to different aspects of the organisation's performance over recent years.

Key Service Trends

Community Outcomes



... although 58% of these still start in the kitchen

Injuries caused by fires in the home are up 16% compared to 10 years ago
**More injuries are being recorded due to better processes and validation*



86% of households, where dwelling fires have occurred, have a working smoke alarm,

69% fewer deliberately ignited fires than 10 years ago



Over 3300 fewer fires were attended last year compared to 10 years ago

Prevention and Protection



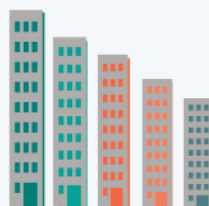
The Service continues to work with partners to share and analyse data and identify those who are most at risk.



Nearly 9,000 young people have completed Prince's Trust and RESPECT courses since they began



False alarms caused by automatic systems in businesses and commercial premises reduced by 63% over 5 years



Over 3,300 business inspections and audits were completed last year

Conviction rates for deliberate fire activity still exceed the national average

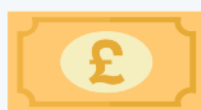


Staff and Services



Sickness remains low with an average of 4.8 days per person

All essential firefighting training has been completed



Value for money reviews continue to generate savings

Volunteers give the gift of time

There are currently some 300 people that volunteer within the Cheshire Fire and Rescue Service Volunteer Unit and three of them have received awards for collectively giving over 9,000 hours of their own time to help Cheshire residents.

Craig Howell volunteers as a Cadet Leader at Sandbach Fire Station where he makes a positive contribution to the community through working with young people and supporting local events and initiatives. Chris Harrop from Lymm and Stephen Dyke from Glazebrook volunteer with the Service's Post-Fire Support Team which helps to clear and clean up domestic properties after a fire.

Cheshire Fire Authority member Cllr Eleanor Johnson presented them with their awards at the Volunteer Achievement Awards.

The Service is currently looking for more cadet leaders and also for volunteers to help maintain and manage the vintage fire engines. There's more information at: <http://www.cheshirefire.gov.uk/jobs/volunteers>



Life-saving devices fitted

Life-saving devices have been installed outside all of Cheshire Fire and Rescue Service's 28 fire stations to help save the lives of people who suffer a cardiac arrest.

Funded by Cheshire Fire Authority, the wall-mounted Automated External Defibrillators (AED) have been installed at fire stations across the county. They can be accessed by members of the public in the event of someone suffering a cardiac arrest in the vicinity.

Deputy Chair of Cheshire Fire Authority Councillor Stef Nelson said: "While we hope that they won't be needed, we understand how important defibrillators are and why they need to be accessible 24/7. By fitting them to the outside of a fire station we are giving everyone within the local community that life-saving capability."

"When someone suffers a cardiac arrest, for every minute that passes without CPR and defibrillation their chances of survival reduce by 10% so, in a short space of time, their chances of recovery can slip away completely. Getting more defibrillators installed across our region will help us save even more lives."

Fire engines across Cheshire already carry defibrillators which can be used at operational incidents and any events attended by fire engines.

Major Mersey Gateway exercise

Emergency services and bridge maintenance teams took part in a major emergency planning exercise on the new Mersey Gateway Bridge.

The exercise involved almost 100 people from Cheshire Fire and Rescue Service, Cheshire Police, the North West Ambulance Service, the Environment Agency and Halton Borough Council, as well as members of Merseylink's bridge maintenance team.

It simulated a multi-vehicle accident and diesel spillage on the bridge, and was designed to test how the emergency services would respond to a real emergency on the bridge route.

This was a vital part of the final planning ahead of the opening of the new bridge, meaning all services had the opportunity to assess their responses to ensure they can respond effectively to a real emergency situation.

The scenario was put together by Station Manager Marc Beechey: "The Mersey Gateway Bridge exercise has been a huge but enjoyable project to organise.

"It has created an excellent working platform and has set the foundations for a fantastic working relationship between the Service and our partner agencies. It provided valuable knowledge and understanding into agency roles when dealing with complex incidents involving a number of combined scenarios including a multi-vehicle collision and diesel spillage, and how effective team work and communication is in an effective and safe rescue."



Safety Central for lifeskills

Safety Central, the Services interactive lifeskills education centre at Lymm, opened its doors to visitors in July 2017.

The infographic shows comments and statistics from July to the end of March 2018. Schools and community groups are welcome to bring their children and young people free of charge and can book on line at safetycentral.org.uk.



CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: GRAEME WORRALL

SUBJECT: DRAFT INTEGRATED RISK MANAGEMENT
PLAN 2019-2020 (IRMP 16)

Purpose of Report

1. This report sets out the key information and proposals contained within the draft Integrated Risk Management Plan 2019-2020 (IRMP). The report also gives details about the consultation process, which will allow the public, staff and stakeholders to comment on and help shape future planning.

Recommended: That

- [1] Subject to Members' feedback and comments, the Integrated Risk Management Plan for 2019-2020 (IRMP16) attached as Appendix 1 be approved for formal internal and external consultation.

Background

2. The Fire Authority has a legal duty to prepare and publish an Integrated Risk Management Plan (IRMP), setting out the key risks and issues faced by the community and outlining the plans that the Authority intends to pursue and implement in the coming year.
3. The Authority's Five Year Strategy '*Planning For A Safer Cheshire*' outlines the strategic direction of the Authority between 2015 and 2020. To supplement this IRMPs (including this draft IRMP) have served as annual action plans to provide information on proposals and projects for specific years throughout this period.
4. This draft IRMP takes into account requirements of the updated Fire and Rescue National Framework for England, which was published in May 2018.

Information

5. There are a number of issues and proposals covered in the draft IRMP which are summarised below:
6. The draft IRMP contains updated information regarding the risks facing the Authority and how services are delivered across emergency

response, prevention and protection functions to mitigate these. Details are also provided in relation to the risk-based approach to undertaking enforcement action under the Regulatory Reform (Fire Safety) Order 2005 and how the Authority engages with other partners via the local resilience forum.

7. The document provides details of the Authority's funding arrangements, the outlook for future funding and provides links to both the Medium Term Financial Plan and Statement of Accounts.
8. Furthermore, the draft IRMP provides information on the Authority's major capital programmes including the development of the Sadler Road training centre; the replacement fire station at Chester and the programme of modernisation planned for the Authority's wider estate portfolio.
9. Specific projects outlined within the draft IRMP which are proposed to take place during 2019/2020 include a programme of work to improve the on-call duty system, the undertaking of a staff engagement survey and progressing the proposal to create a joint fire and police facility on the site of Crewe Fire Station.
10. The draft IRMP also provides some indicative timescales regarding the development of a Whole Service Review, the outcomes of which may be subject to public consultation as part of future integrated risk management planning.

Consultation

11. It is proposed to continue the Authority's tried and tested approach of undertaking comprehensive consultation to ensure that the community, staff and stakeholders are able to contribute their views and shape plans. This approach also enables the organisation to promote key safety messages and raise general awareness of the Service.
12. It is proposed to run a 13-week consultation from 1 October 2018 until Friday 4 January 2019, to take into account bank holidays around the Christmas period. As in previous years, a series of consultation roadshows will take place across all four unitary areas. Details of these events will be published on the Service's website once arrangements are confirmed.
13. Underpinning the consultation process is an electronic survey, which will be used to gauge views on a number of subjects and help to inform future planning regarding the delivery of services to the community. There will also be extensive use made of the website and the Service's social media channels, to encourage online feedback.
14. The approach to staff consultation has been revised to encourage more face-to-face dialogue, with visits to individual watches and teams being undertaken by all members of the Service Management Team

throughout the consultation period. This will be supported by online content available on the Service's intranet, including an online survey.

15. Key external partners will be contacted directly and encouraged to provide any comments. In addition, contact will be made with a range of community networks to encourage responses from under-represented groups.
16. Emerging issues and interim findings from the consultation will be presented to Members at the Fire Authority meeting on 12 December 2018. A formal report on the outcomes of the consultation will be presented to the Authority at its meeting on 13 February 2019.

Financial Implications

17. The consultation and communication costs associated with the development of the IRMP for 2019-2020 will be met from existing departmental budgets. The assumptions in the Medium Term Financial Plan around an annual increase in the Authority's Council Tax precept of 2.99% will feature as part of the consultation.

Legal Implications

18. Publication of the IRMP 2019/2020 by 31st March 2019 will fulfil the Authority's statutory responsibility.

Equality and Diversity Implications

19. The consultation plan has been developed to maximise opportunities for the Authority to involve and engage with all of Cheshire's communities – including those from vulnerable minority and hard to reach communities.
20. The consultation plan incorporates issues highlighted by the full Equality Impact Assessment (EIA) undertaken to support the communications and community engagement strategies.

Environmental Implications

21. Materials to support the consultation will be printed on recycled material where possible. Promotional products will be procured from suppliers using ethically sourced materials.

**CONTACT: DEMOCRATIC SERVICES, CLEMONDS HEY, WINSFORD
TEL: [01606] 868804**

**BACKGROUND PAPERS: NONE
Appendix 1 - Integrated Risk Management Plan for 2019-2020 (IRMP16)**

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Making Cheshire Safer

Our plans for 2019-20



Annual Action Plan (IRMP 16) 2019-20

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Foreword

Fire and rescue services across the country are undergoing a significant period of change. The Government's fire reform agenda, outlined in more detail further in the document, sets out a clear direction of travel and challenges for the sector to ensure services are effective, accountable, transparent and reflective of the diverse communities it serves. This is underpinned by a new statutory inspection regime and a refreshed national framework that sets out the overall strategic direction for fire and rescue authorities, alongside certain expectations and requirements.

One such requirement is for fire authorities to produce an Integrated Risk Management Plan (IRMP), which assesses local fire and rescue related risks and details how these will be addressed. This draft IRMP outlines the key risks and influences facing Cheshire and how the Authority is currently structured to address them.

The draft IRMP also highlights the work which is currently underway to review how the Authority can be best placed to provide fire and rescue services to the community of Cheshire in the future. The outcomes of this review will be subject to consultation and outlined in future plans.

We are keen to ensure you get involved and let us know your views on how your fire and rescue service is provided. Please use the details on page 18 to get in touch and share your comments.



Mark Cashin
Chief Fire Officer
and Chief Executive



Councillor Bob Rudd
Fire Authority Chair

Your Service

Overview

Cheshire Fire Authority is the publicly accountable body consisting of 23 elected councillors from the four council areas of Cheshire East, Cheshire West and Chester, Halton and Warrington. The Fire Authority oversees the fire and rescue service on behalf of the communities of Cheshire. You can find details of the Fire Authority Members via the following link: www.cheshirefire.gov.uk/about-us/fire-authority

Cheshire Fire and Rescue Service is led by the Chief Fire Officer/Chief Executive and the Service Management Team. You can find out about the Service Management Team through this link www.cheshirefire.gov.uk/contact-us/management-information. The Service is split into four different functions and is supported by support services provided by Cheshire Constabulary. Details are outlined over the page.

The Service operates from 28 fire stations across Cheshire, staffed in a number of different ways to reflect local risks and demands. The centre spread of this document contains a map showing where our stations are located across Cheshire.

The Service also operates three community safety centres; three fire protection offices; a joint headquarters with Cheshire Police, a training centre and workshops in Winsford, and a new safety and life skills centre in Lymm called Safety Central.

The Service's emergency call handling function is provided by North West Fire Control, based in Lingley Mere in Warrington. This is a collaboration between four fire and rescue services providing a control room function for Cheshire, Cumbria, Greater Manchester and Lancashire.



Service Delivery



The department encompasses the organisations' frontline emergency response functions and fire stations. Further details on how the emergency cover is provided across Cheshire can be found on pages 8-9, at the centre of this document or on our website www.cheshirefire.gov.uk

Operational Policy and Assurance



The department provides operational and incident command training to our firefighters and develops operational policies, plans and procedures. It also manages and maintains our fleet of vehicles, tests and develops new equipment and oversees the provision of health, safety and wellbeing for the organisation.

Prevention



The department oversees much of the community based work undertaken by the Service. This includes delivering fire safety and health and wellbeing advice to residents across Cheshire through our Safe and Well programme; delivering road safety advice; engaging with young people and managing our cohort of volunteers.

Protection and Organisational Performance



The department is responsible for the Service's fire protection activities and ensuring non-residential premises comply with fire safety legislation. The department also investigates the causes of fires; works to reduce the impact of deliberate fires on the community and leads on organisational performance and our work with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Joint Corporate Services



All of the functions provided by the Service are assisted by a range of corporate services including human resources, communications and engagement, finance, procurement, stores and legal services. Most of this is delivered to both Cheshire Police and Cheshire Fire and Rescue Service through joint teams based at the shared Police and Fire headquarters at Clemonds Hey, Winsford.

Our Risks and Influences

The Service uses its Community Risk Management model (CRM) to assess all foreseeable fire and rescue related risks that could affect its communities and then puts in place arrangements to mitigate these risks, either through adjusting existing provision, more effective collaboration and partnership working, or building new capability.

The CRM model involves detailed risk analysis, using a range of information to generate a risk profile across Cheshire, such as incident and response data; national and local statistics; site-specific risk information, local intelligence, feedback and the results of computer simulations and modelling. Officers consider all of the information then apply professional judgement to decide upon the optimum provisions and services required to reduce the risks, which are then delivered through the Service's prevention, protection and response departments.

Effective response to some of the risks requires a partnership approach between other emergency services, local authorities, health providers and partner agencies. These partners are brought together through Cheshire Resilience Forum (CRF) to prepare and plan for responding to a range of emergencies. We regularly test these plans with partners through joint training exercises.

Local resilience forums such as the CRF are required to produce a Community Risk Register (CRR), which highlights potential risks facing the area. The CRR for Cheshire can be accessed via the CRF website <http://cheshireresilience.org.uk>. The risks outlined over the page include some of those identified within the CRR, as well as more specific fire and rescue risks and influences.



The Risks We Face

The service responds to a wide range of risks, from local fires and road traffic collisions to terrorist attacks and major disasters.

The risks facing the service are diverse. Cheshire has an ageing population. At present, 21% of residents in Cheshire are aged over 65 and the elderly population is expected to continue to increase; with more than double the current number of residents aged over 80 by 2030. There is a clear link between old age and vulnerability, particularly from fire. In fact, those over 80 are significantly more likely to die in the event of a fire than other age groups.

Flooding is a major risk facing some areas of Cheshire. Parts of major conurbations in Warrington and Chester lie within a flood warning zone. Two major rivers (Mersey and Dee) traverse the North of Cheshire and other rivers such as the Weaver, Dane and Bollin feature across the rest of the county.

The impact of climate change increases the likelihood of extreme weather events, such as significant rainfall. As well as affecting coastal areas, rivers and canals, this can lead to surface water flooding impacting upon people and property. Climate change can also contribute towards the other extremity of heatwaves and prolonged dry weather. Such circumstances could lead to fires involving grass, heath and moorland; which can lead to large scale incidents that require significant resources over an extended period of time.

The transport networks change and develop. Four major motorway networks cross Cheshire, spanning the length and breadth of the county, as well as 877km of urban and rural 'A roads'. Cheshire's major road networks handles over 5.9bn vehicle miles per year. These are also supplemented by smaller country lanes and suburban streets.

Cheshire is bordered by three international airports, with the second runway of Manchester Airport lying within Cheshire itself. In addition, the West Coast Main Line and other rail routes run through the county and there are canal networks stretching over 100km in length.

In addition to retail and heritage centres, Cheshire is also home to a range of industry. This includes major vehicle manufacturers and associated supply chains, pharmaceutical companies, logistics, warehousing and distribution and a variety of petro-chemical sites.

Certain industrial sites are subject to specific Control of Major Accident Hazard (COMAH) Regulations. Cheshire has 28 Upper-Tier COMAH sites, primarily centred around the petro-chemical industry on the banks of the River Mersey.

To manage these risks, the Service collects information on significant risks and uses this to develop pre-determined attendance standards to ensure the right number of fire engines and supporting resources are in place to respond dependent on the incident in question. In addition, the Service has in place a Cheshire standard to respond to life risk incidents (e.g. house fires and road traffic collisions) within ten minutes, on 80% of occasions. During 2017-18, the Service's performance against this standard was 88%.



Responding to Risks



The risks highlighted previously lead to the Service responding to a range of incidents, from house fires and road traffic collisions to rescues of people and animals or industrial incidents. The Service does this with its 35 fire engines operating from 28 fire stations across Cheshire. The infographic on the following page shows the expected annual demand on the Service in responding to a range of incidents.

Thankfully, most incidents attended by the Service (77%) are small and able to be dealt with by one fire engine. However the Service does plan for, and respond to, bigger incidents such as serious house fires; fires in commercial and industrial premises; road traffic collisions and other incidents including flooding or those involving hazardous materials. The most significant incidents - those requiring ten or more fire engines - occur relatively infrequently, over the last five years averaging at three such incidents per year.

The Fire Authority regularly monitors the performance of the organisation through its Performance and Overview Committee. Members of the Authority also monitor performance through Member/Officer buddying arrangements and the use of Member Champions for thematic issues such as health and safety or equality and inclusion. Performance is tracked using a mix of agreed performance indicators and local performance is tracked using a mix of agreed performance indicators and local targets. The infographic below details our 2017-18 performance in some of our key areas.

2017-18 Performance Data

7,847

Incidents attended



2,772

Fire incidents



2,042

Non-fire incidents



185

Fires in non-domestic properties



392

Accidental dwelling fires



123

Injuries in accidental dwelling fires. 37 of these attended hospital.



Predicted number of incidents per year



485
Residential Fires



13
Rescue or Evacuation
from Water ³



291
Road Traffic
Collisions



5
Boat Incidents



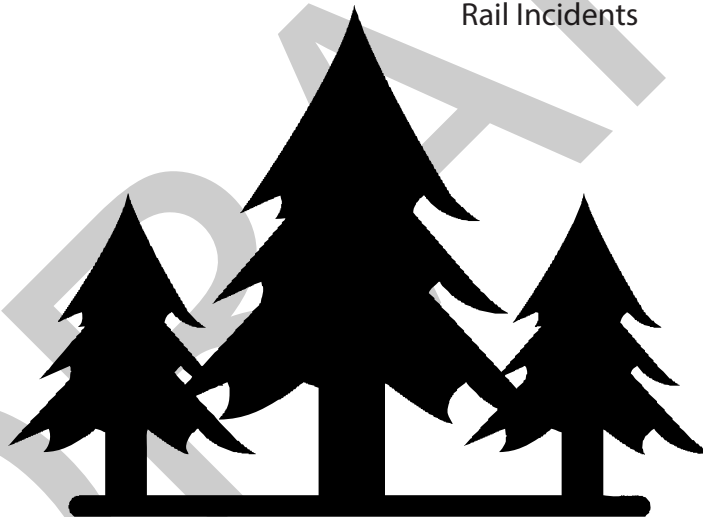
2.4
Rail Incidents



189
Effecting Entry ²



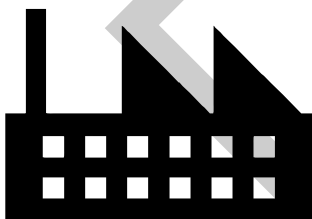
140
Flooding



1,187
Outdoor Fires



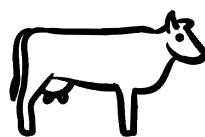
75
Hazardous Materials
Involved ¹



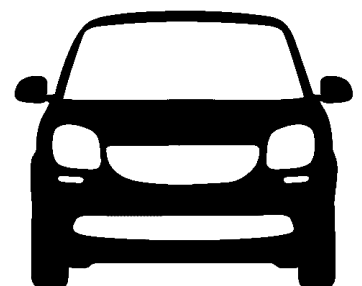
231
Non-residential Fires



1
Aircraft Incidents



59
Animal Assistance



300
Vehicle Fires

¹ 50 relate to fires and 25 to Special Services.

² The majority (80%) of incidents involve persons locked in. Of the 80% which involve people being locked in (151 incidents), about 81 will involve a child.

³ 59% of these are rescues from a river, canal or sea (as opposed to a pond, lake, reservoir or other enclosed water).

Making Che

The Authority needs to balance the provision of fire and rescue services across the whole of Cheshire according to its resources and local risks. The map below outlines how emergency response functions are provided across the county.

In addition to its fire stations, there are three local community safety and fire protection offices across Cheshire. There is also a training centre, workshops and shared headquarters, all in Winsford. In addition, the Authority operates its interactive and immersive education and lifeskills facility at Lymm, Safety Central. Please visit www.safetycentral.org.uk for more information.

The Authority has mutual aid agreements with neighbouring fire authorities to provide assistance over the border or within Cheshire. For example, firefighters will assist in the Merseyside area when required, while Merseyside firefighters will provide cover into the Neston area.

Wholetime ■

A wholetime station is where firefighters operate on station 24 hours a day. There are currently nine fire stations operating this system across Cheshire.



On-Call ●

On-call stations are operated by firefighters who respond to emergency calls via an alerter. On-call firefighters will either live or work in the local community near to the station. There are currently 13 on-call fire stations across Cheshire. If you are interested in becoming an on-call firefighter, please visit www.cheshirefire.gov.uk/jobs/on-call-firefighter-recruitment

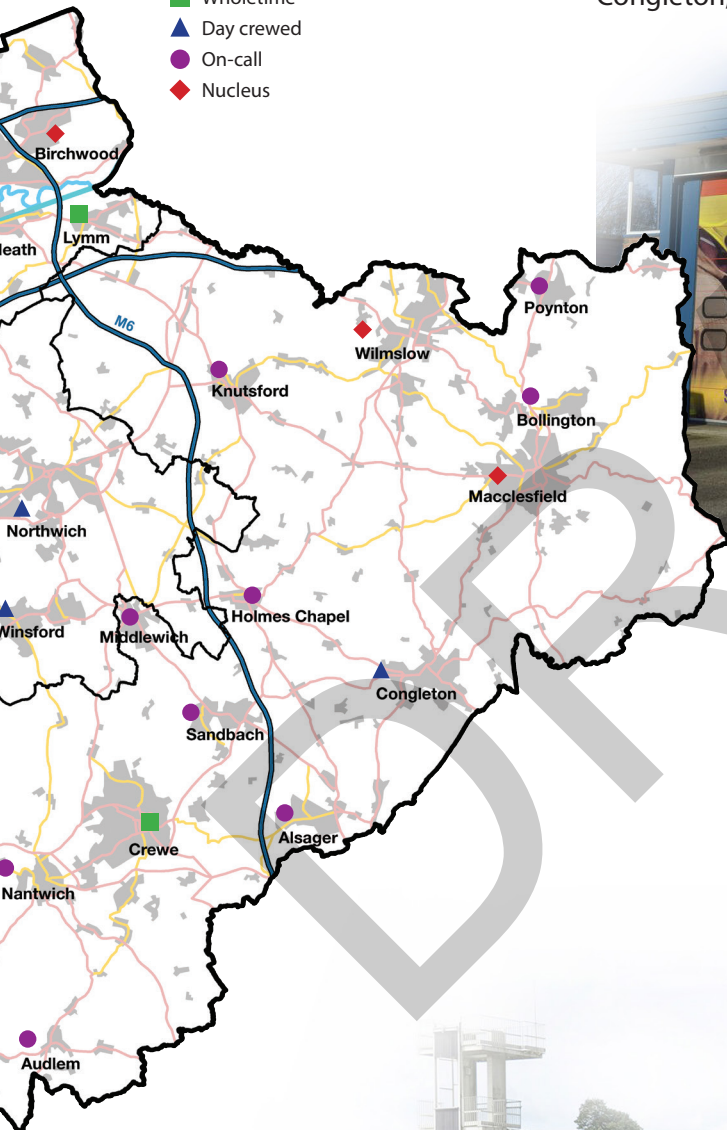


Cheshire Safer

Day Crewing ▲

During daytime the station is crewed by wholetime firefighters, who also live next to the station to provide emergency cover overnight. The day-crewing system currently operates in Congleton, Northwich and Winsford fire stations.

- Key
- Wholetime
 - ▲ Day crewed
 - On-call
 - ◆ Nucleus



Nucleus ◆

Stations operating the nucleus duty system are crewed by wholetime firefighters during day-time hours and then by on-call firefighters overnight. Currently, the nucleus duty system is operated at Birchwood, Macclesfield and Wilmslow fire stations.



Keeping Our Community Safe

The previous section outlined the key risks and issues facing the Service, and Cheshire as a whole. The following section will provide an explanation of how the Service is structured to address and mitigate these risks.

Service Delivery

The Service operates several duty systems across the county to balance its resources according to risk. The map of Cheshire on the previous page provides more detail on which duty system operates at each particular station.

Despite reduced funding from central government, the Authority has undertaken a significant programme of work over the last five years to transform the organisation in order to effectively and efficiently respond to the risks it faces; while maintaining the provision of its 35 fire engines across Cheshire. This programme of change has included:

- The construction of four new fire stations to spread resources and improve response times across a number of areas in Cheshire. This has also enabled the Authority to relocate some of its specialist assets to strategic locations to access motorway networks and wider parts of the county more effectively.
- Changes to crewing arrangements such as the duty system we use to crew some fire engines; riding with four firefighters on fire engines; introducing 12 hour shifts on our wholetime duty system and new agreements covering our nucleus and day crewing duty systems.
- Increasing the number of firefighters trained to effect rescues from water, expanding the Authority's capability to respond to risks such as flooding and water incidents.
- Investing in new kit and personal protective equipment to make our firefighters safer and improving the way in which we respond to emergencies; such as replacement helmets and more effective battery-operated cutting gear for road traffic collisions.

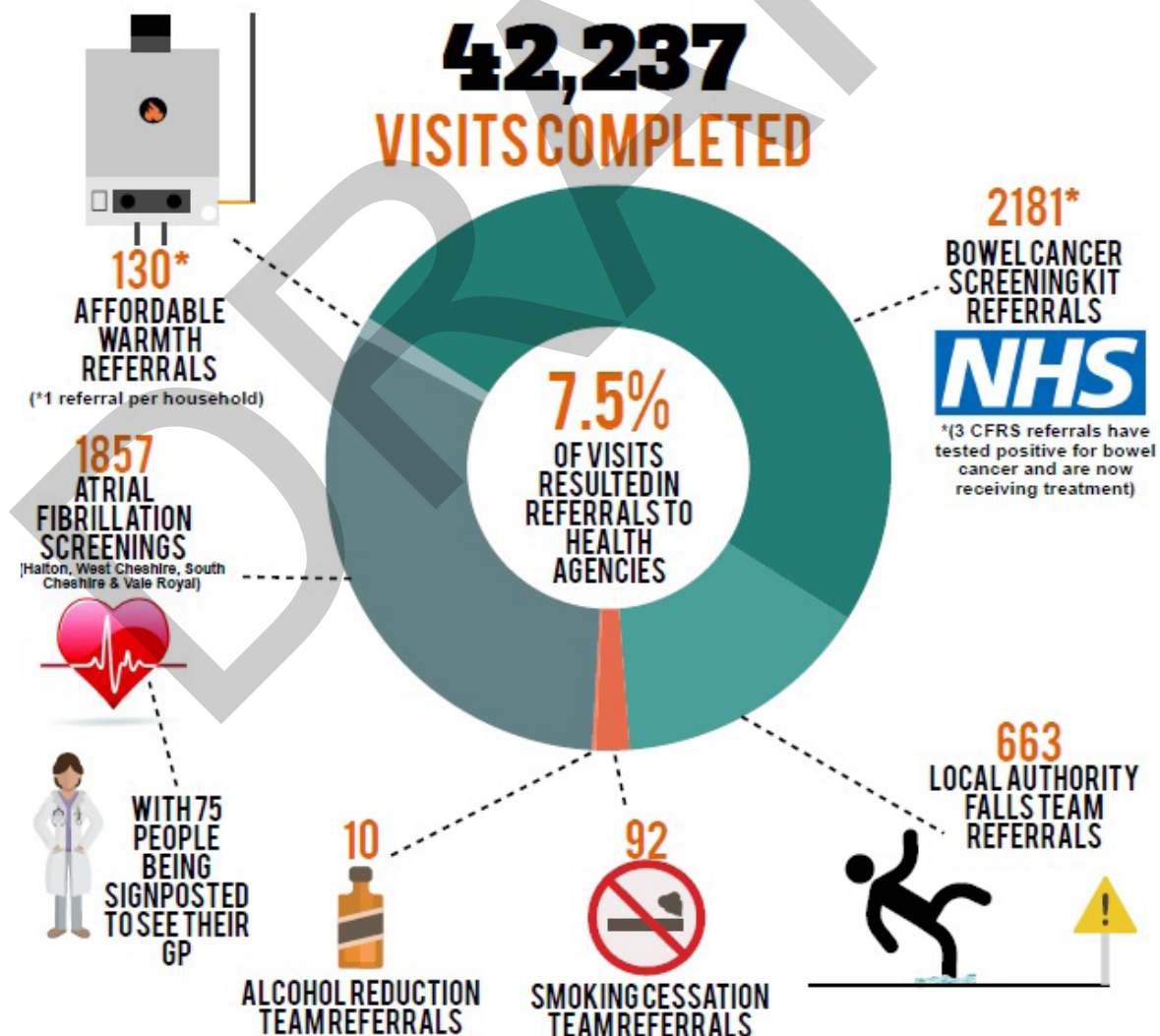


Prevention

To reduce the risk of fire and improve outcomes for residents across Cheshire, the Authority worked with partners to expand on its Home Safety Assessment programme to deliver health information to residents alongside traditional fire safety advice.

With the consent of residents, firefighters and advocates can also refer individuals on to particular agencies for support in areas including bowel cancer screening; reducing their alcohol intake; stopping smoking; preventing slips, trips and falls and testing for atrial fibrillation (a condition which can lead to cardiac arrests or strokes). Our programme has been recognised nationally on several occasions as an example of providing an innovative approach to improving outcomes for local residents.

The infographic below provides information on the outcomes of the Service's Safe and Well programme for 2017/18. The Service has targeted to complete 40,000 Safe and Well visits during 2018/19 and will also undertake an evaluation of the initiative.



The Authority is now in its 25th year of delivering the Prince's Trust TEAM Programme for 16 to 25 year olds. Alongside the Prince's Trust, the Authority also delivers RESPECT and Primary RESPECT programmes to encourage positive behaviours in schoolchildren at risk of exclusion. Cadet units are based at most fire stations across the county, providing young people with the opportunity to gain skills and qualifications.

The Authority has demonstrated its commitment to prevention by building an immersive safety and lifeskills centre, Safety Central, in Lymm. Through interactive learning, the centre equips young people and other groups - such as carers - with skills to lead safer lives, thus reducing demand on public services. More information can be found through the Safety Central website www.safetycentral.org.uk

The Prevention department coordinates the Authority's approach to delivering road safety advice. It delivers programmes such as Drive Survive; Biker Down and also Driver/Rider Engagement Days in conjunction with partners. Events are targeted at particular vulnerable groups such as young drivers or motorcyclists. Additionally, the Authority is commissioned by Cheshire East Council to deliver road safety education on its behalf.

The Authority also runs a successful volunteer programme, with volunteers assisting in a number of areas including maintain our heritage vehicles, working with young people and assisting in the delivery of safety events.



Protection

Our Protection department approaches its inspection and enforcement work using a nationally recognised risk based inspection programme. Inspection work is focussed on premises where the risk to life is greatest.

The Authority's focus is on helping businesses to fulfil their fire safety responsibilities. It has a dedicated Business Safety Team, which proactively supports businesses with advice to make their premises safe from fire. The team achieves this through working with local partners and regulators and through engaging with bodies such as chambers of commerce.



Where businesses fail to take their fire safety responsibilities seriously, the Authority will take formal action for breaches of the Regulatory Reform (Fire Safety) Order 2005. In considering taking legal proceedings, the Authority applies a public interest test to cases. This will take into account issues such as the seriousness of the breach of the Order, the potential risk to the public and whether prosecution would be a proportionate course of action. This approach has led to the Authority having a track record of successful prosecutions; resulting in a number of substantial fines and a custodial sentence.

The department also works to reduce the impact of deliberate fires on the community. The Authority works alongside Cheshire Police to investigate arson incidents and helps to gather evidence to enable the prosecution of offenders. It also works with other partner agencies to reduce anti-social behaviour, which is closely linked to incidents of arson.

The Protection department is also leading on a campaign to promote the use of sprinklers in commercial and domestic premises. The Sprinklers Save Lives campaign is a year-long initiative to encourage the use of sprinkler systems and highlight their benefits in protecting life and property.

Following the tragic fire at Grenfell Tower in June 2017, the Authority revisited each of the high rises premises within Cheshire to inspect fire safety measures and check for the presence of any aluminium composite material (ACM) cladding on properties. None of the premises inspected were found to have the same type of cladding as at Grenfell. It also re-emphasised its existing high-rise sprinkler initiative, which offers some funding to providers of high-rise residential premises to help install sprinkler systems.

The Authority is also conducting a review of the Protection department to ensure it is able to respond to future demands which may arise as a result of changes to fire safety legislation which follow the Hackitt Review and Public Inquiry concerning the Grenfell Tower fire.

Developing the Organisation

Throughout the coming year, key areas for taking the organisation forward will be through prioritising engagement with staff, progressing the development of a new training centre and embedding new collaborative arrangements for support services, which are being delivered by Cheshire Constabulary.

Our People

As highlighted through documents such as the Fire and Rescue National Framework, Thomas Review and the Local Government Association's Fire Vision 2024, a key challenge for the fire sector is workforce transformation. Key to this is to drive change through improving workplace culture; engagement with staff and ensuring organisations are reflective of their community.

During 2018/19, the Authority has been progressing action plans to address the outcomes of the 2017 staff engagement survey. In the coming year, a follow up staff survey will be launched to gauge progress on improving staff engagement and workplace culture.

July 2018 saw the Fire Authority undergo its first inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The outcomes from this inspection are due to be reported around October 2018, with a subsequent action plan to be developed to address findings and areas for improvement which have been highlighted by HMICFRS.

The Authority is committed to being an open, inclusive employer. It is proud to have been named in the Top 100 employers within the Stonewall Workplace Equality Index for the past six years and has been the best performing emergency service in the country for the past three years. This demonstrates its commitment to the lesbian, gay, bisexual and transgender community. It will continue to support positive action and other community events to help encourage recruitment from under-represented groups, such as women and black and ethnic minority residents, to make the organisation more representative of the community.



Collaboration

The Policing and Crime Act 2017 places a duty on all emergency services to explore how they can better work together. Prior to this, Cheshire had already embarked upon significant collaboration with partners to establish North West Fire Control.

Additionally, the Fire Authority will continue to employ staff as part of multi-agency teams working with local partners under the Complex Dependencies Programme.

In Cheshire, the PCC and Fire Authority work closely together to foster greater joint working. This has already resulted in a major programme of collaboration to provide joint corporate service to both fire and police from a shared headquarters building. These new arrangements will be embedded during the coming year.

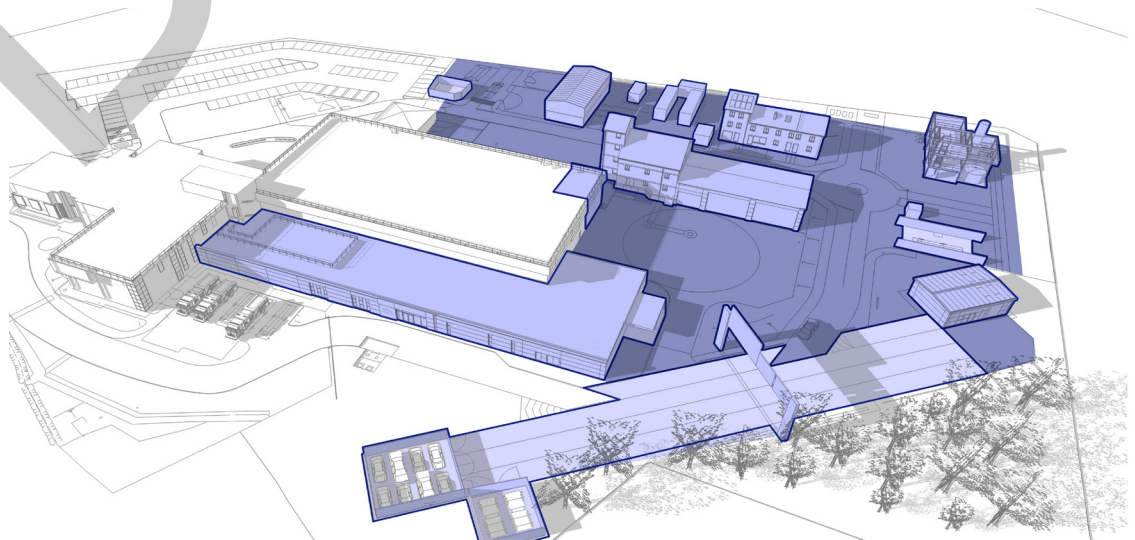
Further opportunities are also being explored, including the creation of a joint police and fire station on the existing site of Crewe Fire Station.

Training and Development

Subject to planning approval, during this year the Authority will begin construction work on its new operational training centre, based at its site in Sadler Road, Winsford.

While the success of our prevention work has led to a long-term reduction in fires, this does mean that firefighters are more reliant on training and simulation to develop their learning and experience instead of operational firefighting. The training centre, though a significant investment at £11m, will provide firefighters with realistic and immersive training to safely and effectively deal with a wide range of incidents that may occur across Cheshire.

Alongside the development of the new training centre, the Authority will review the duty system currently utilised by its operational training team. This will enable the Authority to ensure it can meet the training needs of firefighters across a range of duty systems and maximise usage of the new facility.



Our Finances

Cheshire Fire Authority is funded through two main sources of income: a grant from central government and through its share of council tax, called its precept. Council tax makes up around 65% of the Authority's funding with government grant comprising the other 35%.

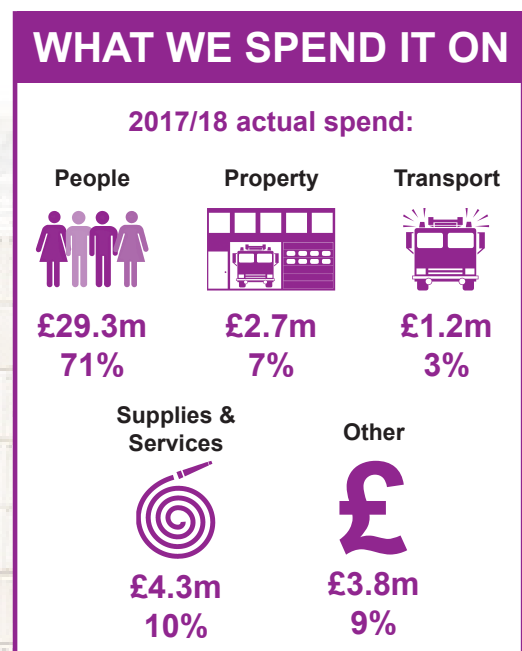
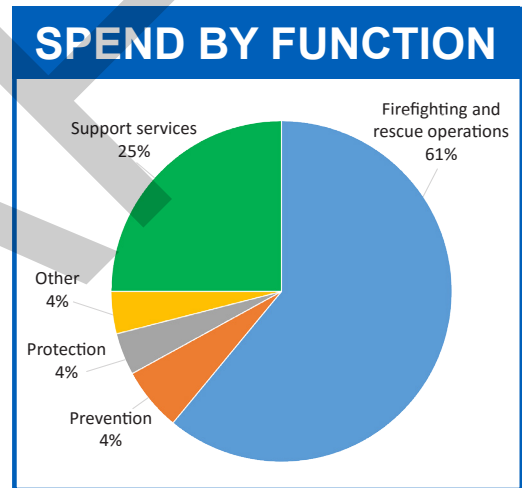
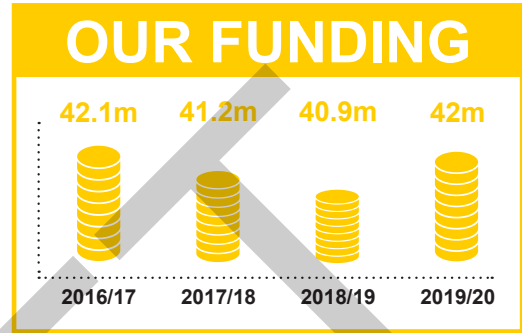
For the last full financial year, 2017/18, this resulted in a budget of £41.2m. The graphic on the right of this page outlines how this budget is split between the Authority's various functions. Further detail can be found in the Authority's 2017/18 Statement of Accounts, accessible via our website www.cheshirefire.gov.uk

As part of its budget management, the Authority produces a Medium Term Financial Plan (MTFP), covering a five year period. The MTFP is updated regularly to reflect emerging, local, regional and national issues and makes informed assumptions about issues such as future pay, inflation, government funding and council tax levels. Current assumptions include an annual increase in its precept of 2.99%, an annual pay increase of 2% for staff and 2% for non-pay inflation. The MTFP can be viewed on our website.

Using the assumptions outlined above, the Authority will be required to make savings of approximately £1.4m up to 2020/2021. However, it is important to note that this figure may adjust dependent on factors such as government spending decisions or having to fund pay increases in excess of the assumed level, should they not be funded from central government.

In its 2018 Spring Statement, the Government announced that it will conduct a Spending Review to be published in Autumn 2019. This will outline the future direction of central funding for fire and rescue services beyond 2020/2021 and will help to inform the Authority's plans for the future.

To support these plans, the Authority has begun to develop a new approach to how it develops and manages its budgets so that it focuses on the key priorities of the organisation and activities which have the most significant outcomes for the local community. It will also consider establishing a separate trading company. This would enable the generation of income from the supplying of services to third parties, which in turn could help to fund certain activities currently provided by the Authority.



Our Future

The Authority has commenced work on a 'Whole Service Review' to align the provision of services to future resources and priorities. This review is currently ongoing and will set the future direction of the Service for the period 2020-2024. The review will be developed using our CRM model and will be informed by incident data, risks, statistics, information sources and feedback, as well as the outlook for public finances.

The whole service review will also incorporate and expand on previous reviews, including the crewing arrangements at Wilmslow and Penketh fire stations; the provision of the Authority's third aerial appliance and the second fire engine at Ellesmere Port. It will also include the outcomes of the review of the Protection department.

While work will progress this year, the outcomes of this review will feature in the draft IRMP for 2020/2021, which will be subject to public consultation during the Autumn/Winter of 2019.

During 2019/20, the Authority will continue its programme of work to improve the on-call duty system. This programme encompasses several themes including recruitment, retention and ensuring that procedures and processes are updated to reflect the needs of its on-call firefighters.

Alongside its revenue budget, the Authority has a significant capital programme which is being progressed. As well as regular capital spending on things like fire engines and equipment there are also particular programmes underway, such as the new training centre. Taken together, the training centre and projects outlined below will be funded using a significant amount of the Authority's reserves and also public borrowing, where necessary.

Subject to planning approval, during 2019/20 the Authority will commence work to replace the existing fire station at Chester, on the existing site on St Anne Street. It will also move to create a joint fire and police facility on the site of Crewe Fire Station, as outlined previously in the document. In addition, the Authority is planning to commence a multi-year programme of modernisation across its property portfolio to ensure its fire stations and other buildings meet the needs and requirements of a modern fire and rescue service.



Architect's drawing of the proposed new fire station in St Anne Street, Chester

Involving You

We are keen to know what you think about our plans and how we provide fire and rescue services across Cheshire.

We will be consulting on our draft IRMP for 13 weeks between Monday 1st October 2018 and Friday 4th January 2019. We will be holding consultation events in key locations across Cheshire, details of which will be posted on our website alongside further information and a link to an online survey.

The results of the consultation will then be presented for consideration at the meeting of Cheshire Fire Authority on Wednesday 13th February 2019. Subject to members consideration and approval in light of the feedback received, then the final Plan will take effect from 1st April 2019.

If you have any comments on the draft IRMP, please use one of the methods below to get in touch:

Email: consultation@cheshirefire.gov.uk
Tel: 01606 868700
Post: Cheshire Fire and Rescue Consultation
Joint Corporate Services
Clemonds Hey
Winsford
Cheshire
CW7 2UA

Social media:



Cheshire Fire and Rescue Service



@CheshireFire



Could **you** be an on-call firefighter?



This is **your** chance to make a **difference**

Do you want to support your local community?

Are you enthusiastic and willing to work in a team environment?

Do you want to earn an additional income in the region
of £5,000 per year?

**If you are interested in becoming an
on-call firefighter please call 01606 366711.**

How safe is your home?

The answer is at your fingertips



Online Home Safety questionnaire



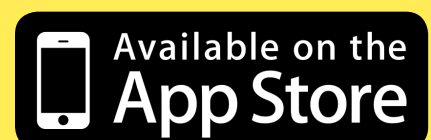
Risk Rater app



Do our home safety check and get a personalised fire safety plan.

www.cheshirefire.gov.uk/homesafetycheck

There's lots of information on how to prevent fires in the home.



CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: GROUP MANAGER PAUL BINYON

SUBJECT: FIRE STATION MODERNISATION PROGRAMME

Purpose of Report

1. This report provides information about the condition of certain fire stations; describes the process to assess the works required at each of the fire stations; outlines a suggested approach to the delivery of a modernisation programme; and seeks the allocation of funding to commence the programme.

N.B. This report is not concerned with the four new fire stations, or Chester, Crewe, and Warrington fire stations. It is focused on the remaining 21 fire stations.

Recommended: That Members

- [1] Commit to the delivery of a fire station modernisation programme for the 21 fire stations covered by this report;
- [2] Include the sum of £8.5m for the modernisation programme in the capital programme;
- [3] Release the sum of £3.5m at this stage;
- [4] Note the intention to engage with Members at Estates and Property and Performance and Overview Committees in order to manage the programme and performance in delivering it.

Background

2. The fire stations across Cheshire vary in size, age, layout and condition. There are eleven from the 1960s; six are from the 1970s; one is from the 1980s and three are from the 1990s.
3. Fire station use has changed over time – to facilitate different duty systems/appliance numbers/staff numbers. Fire stations are now generally larger than required for the duty systems/crewing levels.

4. The condition of the fire stations has been deteriorating; a number are getting old (more than half are from the 1960s) and there has been insufficient investment to keep up with demand.
5. The new fire stations have shown what a modern facility should be like and what we might wish to aspire to provide across the County. They have raised staff expectations.

Information

Condition Surveys

6. Condition surveys were produced by David Trowler Associates following inspections that took place in January 2017. Example condition surveys are attached to this report as Appendix 1 (one for a wholetime fire station and one for an on-call fire station).
7. The condition surveys for the 21 fire stations covered by this report contained works valued at £5,750,751. At today's values this figure is likely to have risen to nearer £6m. This includes contingency and fees.
8. The works identified in the condition surveys fall into the following general descriptions:
 - Repair/replacement, e.g. recovering an existing roof which is leaking or in poor condition, including any structural repair;
 - Modernisation/improvement, e.g. replacing worn out or dilapidated elements with higher performing products such as double glazed windows or better insulation and creating purpose-built gym areas;
 - Aesthetic, e.g. updated colours and finishes with the potential to create a 'corporate' image.

Beyond the Condition Surveys

9. The condition surveys have been used as basis of debate and to inform the development of a modernisation programme. These debates have involved experts in the estates and facilities team and the Group Manager that has been providing an important link between 'headquarters' and operational staff. The team used one fire station (Runcorn) to assess these matters and test out ideas. This has helped inform the programme and brought home to the team just how much consultation and dialogue is necessary with operational staff and other users in order to achieve the best outcome.
10. The paragraphs below describe some of the work undertaken to inform the proposed modernisation programme.

Operational and Other Requirements

11. The team have considered the current and projected uses at each fire station to ensure that, as far as possible, each site is able to deliver the Service's ongoing requirement. In addition, the team has had in mind the need to reduce revenue costs and intends to earmark areas that might be 'closed down' on some sites.

Layout, Flow and Conflict

12. The team have looked at how the fire stations work and considered how successfully the layout provides for the separation of operational areas and community usage. This is difficult to achieve on some sites without significant investment.

Environmental Benefits

13. The team would like to make further improvements over and above the matters highlighted in the condition surveys. These additional environmental works would be considered on the basis of 'invest to save'.

Appearance

14. The team has identified some simple works that will improve the appearance of the fire stations and this will take place quickly (some of it is as simple as updating the decorations internally). The fire stations do now look out-dated so some work has been completed on a potential corporate style that might be applied. However, the cost of applying this to each fire station is likely to be too great and it might be necessary to concentrate upon those fire stations that are in the most prominent locations. Members have been separately supplied with a document entitled Corporate Image Upgrade, which is for information at this point.

Health, Safety and Wellbeing

15. The condition surveys have picked up health and safety issues and some of these have been prioritised. However, the team was mindful of the ad hoc arrangements for gyms on fire stations. There are a number of gyms that are housed in spare appliance bays, though the areas are not separated off from the other appliance bays where the appliances are parked. These arrangements need to be improved and a standard specification is being prepared to deliver a proper room for those gyms that are currently in an appliance bay.

Security

16. The team has been mindful of some work carried out by colleagues from Cheshire Constabulary who considered the security of the fire stations. Some aspects are cultural, but there are some matters that require physical works, e.g. door controls.

Equality and Diversity

17. The team engaged with the Equality and Inclusion Officer. Some changes have already been made at some fire stations, with the introduction of gender neutral changing pods. However, it will not always be possible to retro-fit pods due to space constraints. Sometimes it will make more sense to upgrade the facilities for females. If the Service is serious about recruiting more female firefighters it will need to improve the existing facilities. Access issues will also be considered and improvements actioned where appropriate and affordable.

Conclusions

18. The surveys provided a good basis for creating a programme to modernise the fire station stock. The further work carried out by the team has provided greater clarity in a number of areas, but brought with it further complexities that were not apparent, e.g. the work at Runcorn has led to a plan to deliver a major remodelling of the fire station.
19. The fire stations fall into three broad categories;
 - Stations that are fit for use but require remedial work in line with the Condition Survey (12 of the 21).
 - Stations that require some alteration work and remedial work (6 of the 21).
 - Stations that require full remodelling where there has been a significant change in crewing and utilisation of space (3 of the 21 – Ellesmere Port, Macclesfield and Runcorn).
20. The costs associated with each category (based on the condition surveys) are (circa);

• Fit for use	£2,250,147
• Some alteration	£2,151,054
• Full Remodelling	£1,349,550

The full remodelling figure is based on the condition surveys for Ellesmere Port, Macclesfield and Runcorn. However, the work at Runcorn has led the team to believe that at least another £800k will be required to make Runcorn fit for purpose. A similar figure may be required at Ellesmere Port and Macclesfield, though this is speculative as the necessary assessments have not been concluded at these other two fire station sites.

21. Some of the works will require planning permission and / or building regulation approval which will impact on the timescales for delivery.

Approach to delivery

22. The modernisation programme could be broken down in a variety of ways. There are two opposing options:
 - Complete all works at a fire station as one project; or

- Complete a type of work at all fire stations as one project, e.g. replace all windows by placing a single contract and then move onto the next type of work.
23. Estates and facilities colleagues advise that there may be merit in separating out some specialist requirements. However they advise that overall it will be easier to complete the modernisation of a fire station as one project, as this will minimise disruption.
 24. The programme to modernise 21 fire stations will take a number of years and will need to be correctly resourced. Apart from the allocation of funds there will be a need to increase resources on the estates and facilities side. The intention would be to employ a property professional for a fixed term to fulfil this role.
 25. The programme would be expected to be delivered over a five and a half year period. There may be the need for a mixture of procurement approaches. However the intention is to secure some work quickly with more significant spend being bound up into larger procurements.

Prioritisation

26. The programme would see a mix of fire stations from each of the categories being tackled at a given time.
27. The programme should, as far as possible, see the spread of works around the constituent authorities.

Financial Implications

28. The programme is anticipated to cost circa £8.5m. Where the nature of the work does not meet the definition of capital expenditure – e.g. where the work is repairs and maintenance – then the associated costs will be met from the revenue budget.
29. At this stage it is likely that the majority of the £8.5m cost will be capital in nature and therefore will need to be included in the capital programme. The strategy for the financing of the medium term capital programme will be reported to Members at a future date. It is likely that the strategy will involve the use of reserves and potentially some borrowing, dependant on the size and timing of the overall capital programme.
30. The sums involved in modernising the fire station stock are significant and the programme will take a number of years to deliver. As time passes the figures will alter due to the impact of various factors, e.g. inflation, further deterioration in the estates, changes to requirements. The figures also exclude Crewe and Warrington fire stations and the funding of developments on these sites may impact upon the delivery of the programme. There is a danger that works could be postponed until there is greater certainty. However, it is believed that there is a need to make progress with the programme.

31. The intention would be to manage and monitor the delivery and performance of the programme at Estates and Property Committee (e.g agreed works, procurement, priority order) and Performance and Overview Committee (e.g. outcomes, cost against budget).
32. This will not be straight forward with so many variables. However, the intent would be to analyse performance, spend etc on a station by station basis in order to make adjustments to the programme to match the prevailing circumstances.
33. As the programme progresses officers will also tackle the question of the future ongoing maintenance of the modernised estate. This should help delay any future requirement for a similar programme.

Legal Implications

34. The programme will need to be delivered using robust procurements processes and rely upon appropriate contractual arrangements. The programme will supplement existing activities that ensure that the fire stations are maintained to a standard that complies with relevant legislation.

Equality and Diversity Implications

35. The Equality and Inclusion Officer has already helped to develop the programme and will be encourage to engage further at specific sites as the programme progresses.

Environmental Implications

36. The condition surveys identified areas where environmental improvements could relatively easily be delivered. However, further environmental improvements may be introduced if they can be justified.

CONTACT: DEMOCRATIC SERVICES, SADLER ROAD, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

Wholetime Fire Station

Costs **Priority**

Property	Fire Station	External	
Date of Construction	1960	Internal	
No. of Storeys	1	Total	
Floor Area	765		Contingency / Prelims
Surveyor	D Trowler		Professional Fees
Date of Survey	26 January 2017	Total Cost	£ 310,050.00

Condition Summary
 Page 75

1. Flat roof coverings are at end of lifespan with surface ponding and moss growth.
2. Majority of windows & doors have been replaced however a small number of original ones are provided to rear.
3. Minor repairs are required to yard surfaces and sections of path require replacement.
4. Internally majority of building has been refurbished and is in reasonable condition.
5. The electrical services installations are aged.

Principal Recommendations

1. Replace flat roof coverings throughout, including fascias and roof lights.
2. Replace windows and doors including rear appliance bay doors.
3. Re-surface yards and footpaths to building perimeter.
4. Replace fibreboard ceilings, re-decoration and new flooring internally.
5. Re-wire building and replace selected light fittings.

External Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
1	Roof Covering	Felt covered sloping and flat roofs, some with solar reflective coating. Asphalt roof to Gym.	All flat roofs are considered to be at end of lifespan with surfacing ponding, moss growth and poor insulation.	Replace flat roof covering with high performance insulated warm roof system.		
2	Rooflights	4 no. polycarbonate roof lights. Polycarbonate patent glazing.	Reasonable condition.	Refit as part of re-roofing works.		
3	Fascias	Painted timber.	Flaking paintwork and delaminating plywood, including to Tower.	Replace with Trespa of equal pre-finished fascias.		
Page 76	Rainwater Goods	Cast iron and aluminium with some sections of plastic. Internal outlets to central roofs.	Reasonable condition.	Consider replacement with coated aluminium to reduce future maintenance.		
	External Walls	Brickwork with prefinished cladding panels above and below some windows.	Corrosion to metal frames around appliance bay door openings. Minor areas of recessed pointing to brickwork.	Prepare and decorate metal frame. Repoint brickwork.		
6	Windows & Doors	Double glazed aluminium to majority. Small number of timber windows and doors.	Window frames are dirty. Timber doors and windows have limited life.	Wash down aluminium window frames and cladding panels. Replace timber doors and frames. Replace timber windows.		
7	External Decoration	Concrete frame, fascias, doors and windows, rainwater goods.	Poor condition.	Re-decorate		
8	Yard and Access Road	Concrete with small area of tarmac to rear yard.	Localised areas of cracking / uneven surfacing to concrete including at site entrance. Drainage channels require cleaning. Tarmac surfacing degrading.	Relay tarmac surfacing. Patch repair concrete. Clean out drainage channel.		

External Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
9	Footpaths	Precast concrete paving. Tarmac to front entrance.	Redundant oil tank enclosure to rear. Precast concrete paving is generally uneven with open joints. Moss on surface of tarmac.	Remove oil tank enclosure. Relay precast concrete paths in tarmac. Clean down tarmac.		
10	Boundary	Low level brick walls. Galvanised steel palisade fencing. Timber panels with concrete posts.	Patch areas of recessed mortar joints.	Repoint brickwork.		
A	External Improvements	Modernisation of building exterior		Installation of insulated render and cladding to front and side elevations		
B	Access Improvements	No significant works				

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Internal Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
11	Appliance Bay & Kit Room	Two bay appliance bay. Kit area and BA Workshop in converted third bay.	Reasonable condition. Quarry tile floors to Kit Room and Workshop. Workshop fittings dated.	Replace quarry tile flooring with sheet vinyl safety floor to assist cleaning. Replace Workshop fittings. Re-decorate.		
12	Offices	Watch Room and 4 no. Offices	Reasonable condition. Slight soiling to carpets.	Replace carpets and re-decorate.		
13	Toilets & Lockers	Male and Female Toilets each with showers. Accessible Toilet. Locker Room with resting chairs. Small Rest Room. Small Drying Room.	Good condition. Staining to floor in vicinity of urinals and in accessible toilet. Minor soiling to carpet in Locker Room.	Patch repair toilet floors. Replace Locker Room flooring in long term. Re-decorate.		
14	Kitchen & Rest Room	Kitchen with large Mess Room adjacent.	Mess Room in good condition. Kitchen is dated and requires full refurbishment.	Refurbish Kitchen including new wall, floor and ceiling finishes and fittings. Decorate Mess Room.		
15	Community	Located within Safety Building				
16	Corridors	Central Corridor	Slight soiling of carpet. Painted brick walls.	Line walls with plasterboard. Replace carpet and re-decorate.		
17	Gym	Located in rear wing with external access	Bare brick walls with old flooring.	Refurbish room including lining walls, new flooring and decoration.		
18	Ancillary Accommodation	Comms Room, Stores, Cadet Store & Boiler Room	Boiler Room requires decoration including floor.	Re-decorate.		
19	Electrical	Lighting and power	Wiring is old. Fittings dated. Some light fittings require replacement.	Allow for full re-wire of building and replace of switches, sockets and selected light fittings.		
20	Mechanical	Heating and hot water. Local extract fans with air conditioning to Comms Room.	Boiler Replaced. Water heater aged.	Replace water heater. Allowance for repairs / modifications.		

Internal Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
C	Internal Improvements	General	Drying Room is small and poorly located.	Extend Drying Room into adjacent Store and refurbish or find alternative location within Building.		
D	Access Improvements	Circulation and Facilities	Narrow doors / unsuitable ironmongery.	Modification / replacement of doors.		

On-Call Fire Station

			Costs	Priority
Property	Fire Station	External		
Date of Construction	1961	Internal		
No. of Storeys	1	Total		
Floor Area	245	Contingency / Prelims		
Surveyor	D Trowler	Professional Fees		
Date of Survey	11 January 2017	Total Cost	£ 238,980.00	

Condition Summary

1. Flat roof coverings are affected by ponding and have poor thermal performance.
2. Property has single glazed windows and timber doors.
3. Yard and access road surfacing is degrading. Path is uneven.
4. Office and community room facilities have been refurbished and are in reasonable condition.
5. Toilets and Kitchen are dated with many original features.
6. Gym is located in appliance bay. Drying Room is small and Cadets housed in portable building.

Principal Recommendations

1. Replace all flat roof coverings with high performance warm roofing system. Include for new rooflights.
2. Replace windows and doors with double glazed aluminium framed windows & doors.
3. Re-surface yard and access road.
4. Re-design toilets to create modern facilities, including accessible toilet. Refurbish kitchen.
5. Replace lighting with LED lighting.
6. Convert one appliance bay or extend building to provide Gym, Cadet Room and BA workshop.

External Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
1	Roof Covering	Mineral felt covered flat roofs	Ponding on surfaces with moss in areas. Minor patch repairs. Roofs uninsulated. Evidence of leak in appliance bay.	Replace with new insulated warm roof system, including new outlets and perimeter trims.		
2	Rooflights	3 no. pyramid rooflights	Reasonable condition. Not possible to determine if they are mansafe.	Replace with triple skin rooflights when flat roof covering replaced.		
3	Fascias	Timber painted with aluminium trims	Paint flaking in sections. Limited lifespan to timber.	Replace with Trespa of equal pre-finished fascias.		
4	Rainwater Goods	Internal pipes	Reasonable condition but given age of building will be nearing end of lifespan.	Replace when roof coverings replaced. Consider relocating to building exterior to minimise risk of damage from leaks.		
5	External Walls	Facing brickwork with painted concrete frame to appliance bay.	Spalling to concrete lintols to high level windows. Minor areas of recessed pointing / damage to brickwork. Cladding to tank room reached end of lifespan.	Repair concrete lintols and patch repair brickwork. Remove tank room if redundant. If not redundant then replace cladding. Allow for decorative timber cladding around entrance canopy / porch area to modernise appearance.		
6	Windows & Doors	Insulated overhead doors to front appliance. Folding metal doors to rear. Single glazed steel windows with timber surrounds. Timber doors.	Reasonable condition. Poor thermal performance.	Replace rear appliance bay door. Replace all windows and doors with double glazed aluminium windows and doors.		
7	External Decoration	Painted windows, doors fascias, cladding and concrete. Drill Tower.	Reasonable condition	Re-decorate concrete frame and drill tower. Remaining elements to be replaced with pre-finished components.		

External Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
8	Yard and Access Road	Tarmac	Surface is degrading and cracking.	Relay surfacing and renew markings. Replace concrete surround to drainage channel.		
9	Footpaths	Precast concrete paving	Cracked and uneven.	Replace paving.		
10	Boundary	Low level chain link fence to rear.	Poor condition.	Replace with welded mesh fencing or similar.		
A	External Improvements	Modernisation of building exterior		Installation of insulated render and cladding to accommodation block		
B	Access Improvements	Building Approach	No designated pedestrian access route. Raised door threshold.	Mark out level clear route. Modify door threshold.		

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Internal Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
11	Appliance Bay & Kit Room	Two bay appliance bay. Kit area opens onto corridor. BA workshop to rear of bay.	Cracks to appliance bay floor. BA Workshop is dated. Old lockers in Kit area. Roof leak to appliance bay.	Refurbish BA workshop. Replace lockers. Re-decorate		
12	Offices	Watch Room and single office.	Reasonable condition. Old glazed screens to Watch Room.	Replace glazed screen. Re-decorate.		
13	Toilets & Lockers	Male Toilet & Shower. Female Toilet with shower. Small cupboard as Drying Room.	Accommodation is dated and do not provide modern facilities. Accessible provisions within female toilet are none compliant.	Fully modernise facilities to create two shower pods with toilet, one of which can be accessible. Consider re-design of other internal accommodation to create a drying room.		
Page 88	Kitchen & Rest Room	Kitchen located off small office. Rest Room shared with community room.	Kitchen is dated.	Refurbish Kitchen including new flooring, units, ceiling and decoration.		
	Community	Single room adjacent front entrance.	Good condition.	Re-decorate.		
16	Corridors	Single corridor from front to rear	Vinyl flooring to rear section is soiled.	Replace vinyl with barrier matting. Re-decorate.		
17	Gym	Open area within appliance bay used.		See improvements		
18	Ancillary Accommodation	Cadets housed in external portable building. Boiler room to rear. Comms Room adjacent entrance.	Issues with water ingress from yard into boiler room. Portable building is in reasonable condition although problem was reported on site with floor.	Consider long term replacement of portable building with permanent accommodation. (see improvements)		
19	Electrical	Lighting and power	Light fittings are nearing end of life cycle.	Replace with LED lighting. Allowance for repairs / modifications.		

Internal Condition Summary

Fire Station

Ref	Element	Description	Condition Summary	Recommendation	Priority	Cost
20	Mechanical	Heating and hot water. Local extract fans with air conditioning to Comms Room.	Reasonable condition.	Allowance for repairs / modifications.		
C	Internal Improvements	Gym, Cadets & Drying Room	Existing provisions are poor or non-existent.	One appliance bay could be converted to create a Gym, BA Workshop and Cadet Room. The existing BA workshop could then be adapted to provide a Drying Room. Alternatively the building could be extended to the rear using the space occupied by the former oil tank.		
	Access Improvements	Circulation and Facilities	Narrow door / unsuitable vision panel. No accessible toilet.	Modification / replacement of doors. Accessible toilet included above.		

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: ESTATES SHARING PRINCIPLES

Purpose of Report

1. To seek approval of the Estates Sharing Principles (the Principles).

Recommended: That Members:

[1] Approve the Estates Sharing Principles attached to the report as Appendix 2.

Background

2. The Blue Light Collaboration Programme Collaboration Agreement between the Fire Authority and the Police and Crime Commissioner for Cheshire (the PCC) contained the following objective:
3. Provide a fit for purpose property portfolio based on future operational needs of both organisations including the identification and agreement of opportunities for co-location across both organisations' estates.
4. The objective was further developed in Annex 1 to the Programme Collaboration Agreement (Arrangements for Joint Use or Disposal of Other Premises) and this is attached to this report as Appendix 1.

Information

5. Annex 1 to the Programme Collaboration Agreement contained some actions that were considered to be necessary in order to achieve the Joint Objective described in the Annex.
6. A joint strategic review has taken place, facilitated by external consultants. This information is being used to develop a joint approach to the sharing of estates. Ultimately, the Authority and the PCC may have a joint property strategy.
7. The Principles which are attached to this report as Appendix 2 describe certain expectations that might be relevant when the Authority and the PCC are considering the sharing of estates assets. It is worth putting the three descriptions on the second page of the Principles document into context:

Joint Occupation of Key Operational Sites

This would be relevant to a site like Crewe Fire Station where a joint fire and police facility could be developed.

Shared Occupation of Existing Estate

This would be relevant to a site like Frodsham Fire Station where police colleagues require a separate secure room as well as access to shared areas, e.g. kitchen, toilets etc..

Use of Existing Estate

This is included for completeness as it is similar to the various community uses that take place at the Authority's fire stations. Police colleagues would have access to shared areas from time to time with no exclusive occupation.

8. The Principles are intended to guide officers as estates sharing opportunities are developed and are not expected to be controversial. They are not binding.
9. Delivering joint facilities may lead to a real or perceived reduction in control over and/or value of fire assets. However, this needs to be balanced with potential benefits, e.g. the cost of a share in the development costs of a joint facility should be less than the cost of building a separate facility. It also helps the Authority to evidence its efforts to maximise usage of its estate.
10. Specific estates sharing proposals will need to be approved by the Fire Authority and the PCC, (apart from the Use of Existing Estate arrangements described above).

Financial Implications

11. None. Financial implications will be considered for specific estates sharing opportunities.

Legal Implications

12. The Principles are not legally binding.

Equality & Diversity Implications

13. Equality and diversity issues will be dealt with on a site by site basis.

Environmental Implications

14. None. Any environmental issues will be dealt with on a site by site basis.

**CONTACT: DONNA LINTON. FIRE HQ, WINSFORD
TEL: [01606] 868804**

BACKGROUND PAPERS: NONE

EXTRACT FROM THE PROGRAMME AND COLLABORATION AGREEMENT

Annex I - Arrangements for Joint Use or Disposal of Other Premises

1. Joint Objective

To identify premises sharing arrangements between PCC and CFA other than the shared headquarter arrangements and put them into effect where the PCC and CFA both wish to do so. To sell or otherwise dispose of any premises that are identified as surplus to the joint requirements of the parties for valuable consideration where the PCC and CFA both wish to do so. Where appropriate the parties will involve the North West Ambulance Service in arrangements developed in pursuance of this objective.

2. Implementation Requirements

The parties will work together to achieve the following, which have been identified as prerequisites of achieving the joint objective set out above:

- a) Carry out a joint strategic review of premises owned and used by both PCC and CPA across Cheshire with a view to developing a joint Property Strategy. This work will initially be carried out through a jointly commissioned Property Consultancy Firm.
- b) Enter into such Leases, Licences and joint occupation agreements as are necessary to give effect to the property sharing arrangements agreed under the joint Property Strategy.
- c) Make arrangements for the sale or disposal of any land identified as surplus by the joint strategic review, including agreeing the mechanics of each sale and how the proceeds of sale will be split.

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Estates Sharing Principles

This document records the Principles upon which the PCC (Police) and the CFA (Fire) have agreed they will approach any future proposal to share estates assets with each other.

Overarching Principles

- A These Principles build on and further the aims of joined up public services and achieving value for money in the Blue Light Collaboration arrangements which already exist between the PCC and the CFA.
- B Both parties will act fairly towards each other in their estates dealings, recognising that where a detriment occurs to the interests of one party that both will endeavour to agree an approach that removes the detriment.
- C These Principles are intended to provide a starting point for more detailed agreements in respect of specific individual proposals which may be negotiated from time to time. It is not intended that these Principles will be enforceable in law.
- D The parties will consider the public/community and organisational impact of proposals on a site by site basis and overall in determining whether these principles are being followed.
- E The Parties will consult each other prior to taking any decisions regarding changes to their estates, to ensure that all sharing opportunities are identified.
- F In advance of approving an estates sharing proposal, both parties will need to be assured that it will bring about for their respective organisations: financial efficiency or saving (revenue and/or capital); and operational benefit.
- G Before the entering into of any shared estates arrangement and for the life of the arrangement the landlord party shall provide details to the tenant party of any third party occupiers or users of the premises. In the case of the Police, it may be necessary to satisfy itself that third party users are not incompatible with a policing purpose or a threat to security.
- H The parties will agree in writing the terms of each estates sharing arrangement to include provisions relating to apportionment of risk and cost; and termination of the agreement. The nature and form of such agreements are not prescribed and will be appropriate to the particular sharing arrangement. Site sharing will not commence until the parties have agreed and entered into appropriate documentation.

The Principles vary depending on the nature and extent of the shared use of the building/land as follows:

**Joint occupation of key operational sites e.g. shared Local Policing Unit
Deployment Base and Fire Base**

1. Initial scoping and outline building design will determine indicative usage of the site/building on a space occupancy basis. This ratio will be reviewed as the design is finalised. Usage of common areas will be apportioned using the same ratio.
2. The ratio will help determine the capital and revenue contributions to be made by Police/Fire e.g. design, build and running costs. Allowance may be required for capital or revenue costs associated with specialist equipment used only by one party e.g. fire training facilities or police ICT infrastructure.
3. Any capital receipts from associated estates disposals remain with the original organisation. There is an expectation that these receipts will be used by that party to fund the whole or part of that party's contribution to the capital costs.
4. The Parties will agree a form of written tenancy providing security of tenure to the tenant which is appropriate to the tenant's financial investment and need to maintain operational estate within the locality.

**Shared occupation of existing estate e.g. Fire Base being occupied for Police
Base use (i.e. Tier 1)**

1. Any initial cost directly associated with new occupation will be borne by the tenant taking up occupation.
2. The parties will agree a form of tenancy or licence dependent upon the nature of the occupation and which takes account of the Tenant's need to maintain operational estate within the locality. In the event that a lease is entered into the parties will contract out of the protections afforded in the Landlord and Tenant Act 1954.
3. Subject to agreed notice provisions set out in the legal agreement freedom of the Landlord to alter or dispose of the premises will be unimpaired by the occupying party's occupation. Any capital receipts arising from subsequent disposal of the property to remain solely with the Landlord.
4. The Tenant will make revenue payments to the Landlord representing a reasonable contribution to the running costs associated with the building and facilities, such as utilities and maintenance. Payment formula to be determined by the parties' Head of Joint Estates.

Use of existing estate e.g. Fire Base being used for Police Community Base use
(i.e. Tier 2)

1. Any initial cost directly associated with new use of premises e.g. signage, to be borne by the licensee.
2. The licensee will have no rights of exclusive occupation of any part of the premises and will not acquire any security of tenure.
3. The licensor will give the licensee reasonable notice of any intention to dispose of the premises or the undertaking of works such that the premises will not be available to be used by the licensee
4. There will be no regular payment by the licensee save in exceptional circumstances to reflect costs directly attributable to the licensee as determined by the parties' Head of Joint Estates

Agreed by the parties on day of 2018

.....

For/on behalf of the Police and Crime Commissioner for Cheshire

.....

For/on behalf of Cheshire Fire Authority

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: CREATING A JOINT FIRE AND POLICE FACILITY
ON THE CREWE FIRE STATION SITE

Purpose of Report

1 This report:

Provides information about progress with the proposal to create a joint fire and police facility for Cheshire Fire Authority (Fire) and the Police and Crime Commissioner for Cheshire (the PCC) on the Crewe Fire Station site;

Seeks authority to enter into suitable arrangements with the PCC to progress the project;

Seeks the allocation of the funding to cover Fire's proportion of the cost of the joint fire and police facility;

Seeks authority to commit up to £200k to prepare initial designs, carry out suitable surveys/checks and prepare a cost plan.

Recommended: That Members:

- [1] Note the contents of the report;
- [2] Commit to proceed with a joint fire and police facility on the Crewe Fire Station site;
- [3] Authorise officers to enter into suitable arrangements including written agreements with the PCC to enable the project to be progressed;
- [4] Include the sum of £5m in the capital programme to cover the potential Fire Authority contribution to the cost of creating the joint fire and police facility.
- [5] Note the anticipated cost of progressing the project to create initial designs, carry out suitable surveys/checks and prepare a cost plan and commit the sum of £200k as the Fire contribution.

Background

- 2 When Fire and the PCC embarked upon Blue Light Collaboration it was acknowledged that there may be benefits in working together to rationalise the respective estate assets that they owned. A report at that time prepared by external advisers identified Crewe as one area where there would be sense in working together to create a joint facility.
- 3 The Chief Constable has indicated to the PCC that the existing operational site in Crewe is too large and not fit for purpose. The Chief Constable has also indicated that it would be possible to operate effectively from the current Crewe Fire Station site. Fire is anxious to replace the current Crewe Fire Station and intends to build a new fire station on the site.
- 4 The PCC has explored other opportunities and Fire has previously approached Cheshire East Borough Council in relation to the land immediately behind the current Crewe Fire Station site. However, these pieces of work did not deliver any tangible outcome and Fire and the PCC are now fully committed to working together to deliver a joint fire and police facility on the current Crewe Fire Station Site.
- 5 A feasibility report was prepared in October 2017 and this work has been further developed by officers since. Following some changes to the requirements to be accommodated on the site it has been concluded that it is possible to fit the requirements of Fire and the Chief Constable, on the Crewe Fire Station site, albeit this will be challenging and is obviously subject to planning approval being secured.
- 6 Officers and external advisers have confirmed that Fire and the PCC should achieve savings by building a joint fire and police facility when compared to the costs of two separate buildings. The potential saving will be identified as part of the next stage of project planning work.

Information

Fire and Chief Constable Requirements

- 7 The work described in the Background section has gone a long way to confirming that the requirements of Fire and the Chief Constable should be capable of being satisfactorily accommodated on the current Crewe Fire Station site. However, this will only become certain when the design is further developed and ultimately if planning permission can be secured for a facility that is acceptable to Fire (meeting Fire's requirements and being within the budget allocated) and acceptable to the PCC (meeting the Chief Constable's requirements and being within the budget allocated by the PCC).
- 8 Fire's requirements are expected to be: three bay fire station with drill tower and training facilities, including; watch room, station managers office, watch managers office, fire protection staff office, gym, rest room, kit room, locker room, drying room, kitchen/ dining room, BA workshop and compressor room,

community room, Princes Trust/cadet room and advocates office, with associated stores and toilet/washroom facilities.

- 9 The Chief Constable's requirements are expected to be: a fully operational Local Policing Unit Deployment Base with public helpdesk, including; large open plan office with separate breakout offices, briefing room, individual department offices, kitchen/dining room, helpdesk and office, interview rooms, locker room, taser store, airwaves locker room, CS locker room, property store, external stores including associated stores and toilet/washroom facilities.
- 10 Wherever operationally possible to do so, the intention is to share facilities, for example toilets and kitchen/dining room thus saving overall build and operating costs.

Terms of Relationship

- 11 Fire and the PCC will build upon the existing general collaborative arrangements to produce a suite of legal agreements to regularise all stages of delivering this joint facility from initial feasibility through to long term operational use.
- 12 The paragraphs below summarise the documentation that is envisaged at this stage:
 - Fire and the PCC would enter into a project agreement setting out how they would work together to deliver the project.
 - Fire and the PCC would enter into an agreement for lease (this would set out the conditions associated with the granting of a lease and oblige fire to grant and the police to enter into a lease when the joint facility was completed).
 - Fire would enter into a contract for the design and build of the joint facility. The PCC would benefit from certain warranties from the design and build contractor (and other parties involved in the build).
 - Fire would grant a lease to the PCC upon completion of the build of the joint facility.

Procurement Method

- 13 Fire has used the NW Construction Hub for a number of build projects in recent years and has been satisfied with the process and outcomes. Fire chose this option after a traditional procurement failed to deliver value for money and was brought to an end without contract award. The Hub could be used for the design and build of a joint facility. The Hub process is somewhat different to a traditional tendering arrangement. There are, however, other frameworks like the Hub and an assessment of these is in progress in order to determine the best procurement method. This should be one of the first decisions to be made by Fire and the PCC.

Project Governance and Decision-Making

- 14 A construction project tends to be fairly complex. During the process a number of decisions will be necessary and at times these will need to be made quickly. It will be important for Fire and the PCC to agree project governance which will allow decisions to be made at the right level and when necessary, quickly.
- 15 The Strategic Change team that now supports Fire and Cheshire Constabulary will be able to provide guidance and support around the necessary governance for officers, Fire and the PCC.
- 16 The project governance will be captured in the Project Agreement. This will ensure that certain key decisions are 'reserved' to the respective decision-making bodies (requiring both to agree something before the project is able to progress). The table attached at Appendix 1 contains an outline of the key decisions associated with pursuing the project using the Hub process. Something of this nature would need to be agreed whichever procurement method is used.
- 17 Fire has delegated certain responsibilities to the Estates and Property Committee.

Timescale

- 18 Recent experience shows that from start to finish it normally takes just over two years to complete a fire station. This timescale can be impacted by various factors, e.g. survey results, planning, complexity of design. Some of the stages involved in the process will need to be extended in order to create a joint facility that will satisfy Fire and the PCC. There will also need to be some time built into the programme to secure approvals from Fire and the PCC. Given these issues it would be sensible to accept that the joint facility would be unlikely to be occupied until late in the financial year 2020/21.

Benefits and Risks

- 19 The construction of a joint facility is expected to deliver a significant saving over the cost of building two separate facilities. The saving will be possible for a range of reasons, e.g. the total floor area of the building can be reduced, there will only be one set of service connections and there will only be one construction site management team required. It is also expected that a modern energy efficient building will be cheaper to run compared to the existing buildings. Savings will be shared by Fire and the PCC. The respective proportions will need to take into account various factors, e.g. the share of the project costs and value associated with the granting of a long lease by Fire to the PCC.
- 20 There are both financial and operational benefits of working in a joint facility.

- 21 In a project of this size there will be a number of risk items to be managed. The principle headline risks are, cost escalation, programme extension, dissatisfaction with the quality of the finished product, fitness for purpose, problems gaining external permissions and legal difficulties, e.g. title or boundary issues. A risk register will be maintained throughout the project, as a live document, to capture current and emerging risks, and to identify mitigation strategies for each risk. The headline risks and the management of them will form a key part of the project governance arrangements.
- 22 A project contingency sum would normally be identified to deal with additional costs. This contingency would only be committed through the project governance arrangements.

Financial Implications

- 23 Please see report at Item 11 of the Agenda.

Legal Implications

- 24 Paragraph 12 of this report sets out the legal agreements which will need to be concluded to create and govern the necessary relationship between Fire and the PCC. The project costs will cover the cost of one party, probably Fire, receiving external legal advice.
- 25 Once plans are sufficiently well developed, the PCC/Constabulary will need to conduct and take account of a public consultation exercise because the proposal would involve a change of location in the police public helpdesk facility. Any decision to proceed would be subject to the outcome of this process.

Equality and Diversity Implications

- 26 Equality and diversity issues have been taken into account in previous fire station builds and will need to feature in the design development of the joint facility. It is anticipated that the costs associated with equality and diversity will be shared.

Environmental Implications

- 27 The Crewe Fire Station building is reaching the end of its serviceable life. It was designed and constructed at a time when its environmental impact was not considered, or at least not in the depth that it is in modern construction. The same can be said about the life expectancy, design and construction of the current police station building. The two buildings fall far short of modern day construction standards some of which are designed to reduce the environmental impact and CO₂ footprint of new buildings. This means the fire station and police station do not retain or recycle well the energy that is put into them. This inefficiency is multiplied because the current buildings are too large for the required usage.

- 28 The new building would address the issue of wasted space as it would be fit for purpose. It is expected that there will be nearly a 500m² reduction in footprint compared to the existing two sites.
- 29 The new building will comply with all modern building regulations meaning that energy loss from the structure will be minimised. Energy input will be managed through a building management system to ensure maximum efficiency. It will ensure the service installations will recover heat energy from air changes, reduce energy demand by only heating the sections of the building that are occupied, reduce water usage, have low energy LED lighting which is motion controlled, have high efficiency boilers, and make use of natural energy gains through orientation and location of windows.
- 30 The new building will look to achieve a minimum of good on the BREEAM assessment. BREEAM is a sustainability assessment method.

**CONTACT: DONNA LINTON, FIRE HQ, WINSFORD
TEL: [01606] 868804**

BACKGROUND PAPERS: NONE

ILLUSTRATIVE EXTRACT FROM PROJECT AGREEMENT

'Reserved' Matters

This list is based on the process followed if using the NW Construction Hub and it is accepted that a different procurement method could be pursued. However, it gives an indication of the kind of decisions that would require consensus.

Procurement method

Allocation of funding

Choice of design and build contractor

Commencement of Stage 1

Consider outputs from Stage 1

Agree indicative proportion of project costs

Agree methodology to determine proportions to be applied at Stage 2

Commencement of Stage 2

Consider outputs from Stage 2

Agree proportion of project costs

Commencement of Stage 3

Note:

Stage 1 Initial Design, Surveys/Checks, Cost Plan

Stage 2 Planning Application, Detailed Design, Final Price

Stage 3 Works on site

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: NW FIRE CONTROL LIMITED GOVERNANCE ARRANGEMENTS

Purpose of Report

1. To inform Members about a proposal from Greater Manchester Combined Authority (GMCA), which will require a change to the governance arrangements of NW Fire Control Limited (the Company).

Recommended: That Members;

- [1] Confirm that the Chair of the Authority has discretion to vote on behalf of the Authority on the proposal as he sees fit; or
- [2] Determine how the Chair is required to vote on behalf of the Authority on the proposal.

Background

Company Governance Arrangements

2. The Company, which provides call handling and mobilising services, is jointly owned by Cumbria County Council, GMCA, Lancashire Combined Fire Authority and Cheshire Fire Authority.
3. The Company governance arrangements are set out in its Articles of Association. The Articles state that each owner is entitled to appoint two directors. The directors form the board and meet at least every quarter. Currently, all directors must be elected members.

Information

Detailed Responsibility for Fire and Rescue in Greater Manchester

4. When GMCA was formed in 2017 replacing Greater Manchester Fire and Civil Defence Authority, the Mayor appointed a Fire Committee, comprised of elected members from the constituent authorities, to exercise some of the fire and rescue functions that were not the direct responsibility of the Mayor. Two members of the Fire Committee were appointed as directors of the Company

(once the Company's Articles of Association had been amended to facilitate this).

5. Earlier this year the Fire Committee was disestablished and there are currently no directors from GMCA on the board of directors. Currently, as a result of the abolition of the Fire Committee by GMCA it is unable to appoint anyone to the Company's board of directors (as the Articles of Association will not allow it to do so).

Proposal from GMCA

6. GMCA now wishes to appoint two officers as directors instead of elected members. GMCA is proposing the appointment of its Treasurer, Richard Paver, and its Deputy Chief Executive, Andrew Lightfoot, as directors.
7. The Company wrote to GMCA on 25th July 2018 seeking clarification about the proposal. The letter appears as Appendix 1 to this report. GMCA responded by letter dated 10th August 2018. GMCA's letter appears as Appendix 2 to this report. The key points, concerning the proposal, from GMCA's letter are set out below:

- The Fire Committee has been abolished
- GMCA is made up of the 10 Leaders and the Mayor. The Leaders have duties to perform both for their districts and GMCA and do not have the capacity to undertake directors' duties
- Governance models are changing, for example some PCCs now have responsibility for fire services and fire authorities have been abolished
- Officers have held directorships in other local authority companies
- The officers will not be advisers to the company and they will not be in a position of conflict in their role as directors

Company (Owners) Decision

8. The Company needs to decide whether to accept the proposal from GMCA and make changes to its Articles of Association. Such a decision is made by the Company at general meeting (when each owner has a single vote). The vote for Cheshire Fire Authority is exercised by the Chair. Any change of this nature needs to be unanimously supported when put to the vote at general meeting.
9. It is understood that the proposal has not been well received by all current directors. However, the position of all Company owners is not known and it is likely that they will be considering the matter in the near future. The Company needs to find a way to ensure that GMCA is represented on the board of directors.

10. Currently, the Company is intending to determine this matter at a general meeting on 16th October 2018. The author of this report will attend the meeting to provide advice.

Financial Implications

11. There are no financial implications arising from this report

Legal Implications

12. The Fire Authority is a joint owner of the Company and will be represented by the Chair at any general meeting of the Company. The Chair and Deputy Chair are the Fire Authority's appointed directors.

Equality Impact Assessment

13. There are no equality and diversity implications.

Environmental Implications

14. There are no environmental implications.

CONTACT: DEMOCRATIC SERVICES, CLEMONDS HEY, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

Appendix 1 – Letter from the Company to GMCA, 25 July 2018

Appendix 2 – Response from GMCA to the Company, 10 August 2018

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Lingley Mere Business Park
Lingley Green Avenue
Great Sankey, Warrington
Cheshire, WA5 3UZ

t: 01925 713170
e: contactus@nwfirecontrol.com
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Date: 25 July 2018
Our Ref: NWFC/GMCA/FH
Your Ref:

Gwynne Williams
GMFRS Solicitor
Greater Manchester Combined
Authority
146 Bolton Road
Swinton
Manchester M27 8US

Dear Gwynne,

I note that on the 9th May 2018 Greater Manchester Combined Authority (GMCA) disestablished its Fire Committee.

As you know, Regulation 45 of the Articles of Association, as amended at a general meeting of members on the 12th September 2017, allows GMCA to appoint two directors from the Fire Committee. Following the abolition of the Fire Committee those who were appointed as directors, Councillors David Acton and Steve Williams, were no longer eligible to hold office. As a consequence, the company has only six directors and GMCA is not represented on the Board.

I note your request that GMCA wishes officers to become directors of the company instead of elected members. The Mayor's office has identified the Treasurer, Richard Paver, and the Deputy Chief Executive, Andrew Lightfoot, as the officers it would wish to appoint. As you know this will not be possible without a further change to the Articles of Association. Any change to the Articles, of this kind, will require the unanimous consent of all four members of the company.

Your Authority's proposal will need to be considered at a general meeting. The members will need to consider their position and decide whether or not to support this significant change to the composition of the Board. When the company was formed, a decision was made that the directors would be elected members. This arrangement had similarities to the decision-making arrangements of the Fire Authority members, i.e. elected members would be advised by officers. Your Authority's proposal feels like a fundamental change, having a mix of officers and members as directors will affect the balance and I wonder whether the officers will find themselves in conflicting roles (given that their first responsibility is to the company when acting as a director). For these reasons it is possible that your Authority's proposal may not have the support of all members. However, to enable the members to properly consider your Authority's proposal you are asked to provide a document which explains the rationale for the proposed change. The document should explain: why officers are to replace elected members; how officers would deal with conflicts of interest; and why the Mayor is suggesting these specific officer roles. Please include any other information which you believe that the members should

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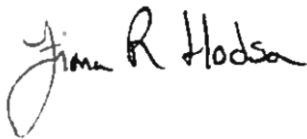
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consider.

The next Board of Directors meeting is on the 18th September. I hope to convene a general meeting before this date. If I am to achieve this I will need to receive your document soon and no later than 8th August 2018.

Finally, Regulation 45 of the Articles states that the person appointed as Chair of the Fire Committee of GMCA shall be the authorised representative of GMCA who is entitled to attend, speak and vote on its behalf at general meetings of the company. Please can you confirm who is authorised to attend the general meeting to represent GMCA?

Yours sincerely,



Fiona Hodson
Company Secretary

Your Reference

Our Reference GW/NWFC

Contact Gwynne Williams
Tel No: 0161 608 4007 or 07967 018661

GMCA

GREATER
MANCHESTER
COMBINED
AUTHORITY

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Company Secretary
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Lingley Mere Business Park
Lingley Green Avenue
Great Sankey
Warrington
Cheshire
WA5 3UZ

Greater Manchester Combined
Authority
GMFRS Headquarters
146 Bolton Road
Swinton
Manchester, M27 8US
Telephone 0161 736 5866
www.greatermanchesterfire-ca.gov.uk

10 August 2018

Dear Fiona

NWFC Director Appointments

Thank you for your letter dated 25 July 2018.

This letter responds to your request for a document explaining the rationale for the proposed change in representation.

The need arises out of a fundamental change in fire and rescue governance in Greater Manchester. Fire and rescue functions have since the abolition of the Greater Manchester Fire and Rescue Authority on 8 May 2017, been functions of the GMCA, exercisable by the Greater Manchester Mayor.

The GMCA is constituted of a total of 11 members (the 10 Greater Manchester Leaders/Salford City Mayor and the Greater Manchester Mayor).

Whilst the Mayor is able to delegate functions to the Leaders, due to their role in their district Councils and their portfolios within the GMCA, the Leaders simply do not have capacity to undertake fire and rescue functions in addition.

You are of course aware that the Mayor has the ability to appoint a Fire Committee consisting of elected members of the district councils. The Mayor did so in 2017 but the committee was advisory only, with scrutiny being undertaken by a GMCA Overview and Scrutiny Committee.

Since the Mayor has had responsibility for fire and rescue he has received much feedback both directly and through the publication of the Kerslake Report. As a result he has announced a whole service review of fire and rescue including leadership and culture.

In this context the Mayor considers that there is a need for clear, transparent and accountable leadership and he has resolved to dis-establish the Fire Committee. I trust that the other fire and rescue authority members of NWFC would not seek to gainsay that decision which is a legitimate one for the Mayor to make.

It is now eleven years since the corporation of NWFC and governance models are moving on. There would be a similar consequence if fire and rescue governance were to follow the PCC model. It may be that in the future, the governance of other fire and rescue authorities will change. It would not be acceptable to seek to deny appropriate representation within NWFC in those circumstances either.

In terms of both capacity and capability, this leaves the Mayor with the ability to delegate fire and rescue functions to officers who arguably have greater locus; you will be aware that other than executive members of local authorities, elected councillors are not able individually to exercise delegated powers.

With regard to conflicts of interest, it seems to be implied that these are greater for officers than for members but we would not agree that is the case. Officers of local authorities in Greater Manchester have long held directorships in local authority companies.

The two officers proposed as directors are two of the most senior officers of the GMCA who fully understand the duties of directors to the company. The Treasurer currently sits on the Board of Transport for Greater Manchester. They will not be officer advisers to NWFC, which is where conflicts may more naturally arise.

In terms of who authorised to attend, speak and vote on behalf of GMCA at general meetings of the company, I would suggest that the Articles are amended to provide that the GMCA shall nominate from amongst its appointed directors who is to be its authorised representative and inform the company in writing.

I hope that this now provides the basis on which to move forward.

I look forward to hearing from you.

Yours sincerely



Gwynne Williams
Deputy Monitoring Officer

CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 19 SEPTEMBER 2018
REPORT OF: GOVERNANCE AND CORPORATE PLANNING
MANAGER
AUTHOR: DONNA LINTON

SUBJECT: EXCLUSION OF THE PRESS AND PUBLIC

Exclusion of the Press and Public

Recommended:

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

Item 10: Creating a Joint Fire and Police Facility on the Crewe Fire Station Site – Financial Implications

Paragraph

- (3) Information relating to the financial or business affairs of any particular person (including the authority holding the information).

CONTACT: DEMOCRATIC SERVICES, CLEMONDS HEY, WINSFORD
TEL: [01606] 868804

BACKGROUND DOCUMENTS: NONE

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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