



**Wednesday,  
12 December 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**

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#### **Attendance at Meetings**

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

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

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

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#### **Access to Information**

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

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

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#### **Recording of Meetings**

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**MEETING OF THE FIRE AUTHORITY  
WEDNESDAY, 12 DECEMBER 2018  
Time : 10.30 am  
Lecture Theatre - Sadler Road, Winsford, Cheshire**

**AGENDA**

**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 19<sup>th</sup> September 2018

(Pages 1 - 6)

**1F Minutes Brigade Managers' Pay and Performance Committee**

To receive, for information, the minutes of the Brigade Managers' Pay and Performance Committee meeting held on 31<sup>st</sup> October 2018

(Pages 7 - 8)

**1G Minutes Staffing Committee**

To receive, for information, the minutes of the Staffing Committee meeting held on 31<sup>st</sup> October 2018

(Pages 9 - 12)

**1H Minutes Governance and Constitution Committee**

To receive, for information, the minutes of the Governance and Constitution Committee meeting held on 14<sup>th</sup> November 2018

(Pages 13 - 14)

**1I Minutes Performance and Overview Committee**

To receive, for information, the minutes of the Performance and Overview Committee meeting held on 28<sup>th</sup> November 2018

(Pages 15 - 20)

- |           |  |                 |
|-----------|--|-----------------|
| <b>1J</b> | <b>Notes Risk Management Board</b><br>To receive, for information, the notes of the Risk Management Board meeting held on 16th October 2018  | (Pages 21 - 26) |
| <b>1K</b> | <b>Notes Member Training and Development Group</b><br>To receive, for information, the notes of the Member Training and Development Group meeting held on 17 <sup>th</sup> October 2018              | (Pages 27 - 30) |
| <b>1L</b> | <b>Notes Local Pension Board - Firefighters Pension Scheme</b><br>To receive, for information, the notes of the Local Pension Board – Firefighters Pension Scheme meeting held on 22nd November 2018 | (Pages 31 - 36) |

### **ITEMS REQUIRING DISCUSSION / DECISION**

- |          |   |                 |
|----------|---|-----------------|
| <b>2</b> | <b>2019-20 Draft Budget and Medium Financial Plan</b>                             | (To Follow)     |
| <b>3</b> | <b>Treasury Management - Mid Year Report 2018-19</b>                              | (Pages 37 - 44) |
| <b>4</b> | <b>Audit Progress Report and Sector Update</b>                                    | (Pages 45 - 60) |
| <b>5</b> | <b>Members' Allowances Scheme 2019-20</b>   | (Pages 61 - 66) |
| <b>6</b> | <b>Draft Integrated Risk Management Plan 2019-20 (IRMP 16) - Initial Feedback</b> | (Pages 67 - 70) |
| <b>7</b> | <b>Member Development Strategy 2018-19</b>  | (Pages 71 - 82) |
| <b>8</b> | <b>Member Development Programme</b>   | (Pages 83 - 90) |
| <b>9</b> | <b>Programme of Member Meetings 2019-20</b>                                       | (Pages 91 - 94) |

### **PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE**

**MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Wednesday, 19 September 2018 at Lecture Theatre - Sadler Road, Winsford, Cheshire at 10.30 am**

**PRESENT:** Councillors B Rudd (Chair), D Bailey, M Barker, D Beckett, M Biggin, B Dooley, D Flude, P Harris, G Hayes, E Johnson, N Jones, D Mahon, J Mercer, K Mundry, S Nelson, S Parker, R Polhill, T Sherlock, M Simon, M Tarr, J Weatherill and S Wright

The Police and Crime Commissioner David Keane was also in attendance

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

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

**B Apologies for Absence**

Councillor G. Merry submitted her apologies.

**C Chair's Announcements**

The Chair advised that Councillor Allin Dirir had sadly passed away on 22<sup>nd</sup> July 2018, aged 79. Allin was an elected member at Warrington Council and served on the Fire Authority from June 2016.

The Chair advised that firefighter Paul Smith had sadly passed away suddenly whilst off duty on 18<sup>th</sup> August 2018, aged 54. Paul joined the Service as part of the newly formed Runcorn on-call team from its commencement in September 2013.

A minute's silence was observed at the meeting.

Members were requested to note the content of the Chair's announcements which included details of events Members had attended since the last meeting of the Fire Authority which included the official opening of Safety Central by The Princess Royal on 10<sup>th</sup> September 2018.

**D Declaration of Members' Interests**

There were no declarations of interest.

**E Minutes of Fire Authority**

**RESOLVED:**

**That the minutes of the Fire Authority meeting held on 18<sup>th</sup> July 2018 be approved as a correct record.**

**F Minutes of Performance and Overview Committee**

**RESOLVED:**

**That the minutes of the Performance and Overview Committee held on 5th September 2018 be noted.**

**G Minutes of the Staffing Committee**

**RESOLVED:**

**That the minutes of the Staffing Committee held on 17th September 2018 be noted.**

**2 ANNUAL AUDIT LETTER - YEAR ENDED 31ST MARCH 2018**

Ged Small, Engagement Manager for Grant Thornton (the External Auditor) introduced the report and provided an overview of the content arising from the audit of the Authority's financial statements for the year ended 31<sup>st</sup> March 2018. The letter summarised the content of the Audit Findings Report that was presented to the Fire Authority at its meeting on 18<sup>th</sup> July 2018 (minute 2 refers).

Ged confirmed that Grant Thornton was satisfied in all significant respects that the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31<sup>st</sup> March 2018.

**RESOLVED: That**

**[1] The content of the Annual Audit Letter for the year ended 31<sup>st</sup> March 2018 be noted.**

**3 ANNUAL REPORT 2017-18**

Consideration was given to a report of the Chief Fire Officer and Chief Executive which presented and sought approval of the Annual Report for 2017-18 and its publication on the Service's website. The draft report incorporated statutory information on the Statement of Accounts together with summary information on key areas of Service performance during the last financial year.

Once approved, an electronic copy of the Annual Report would be published on the Service's website by 30th September 2018. This was the statutory deadline for the publication of the Statement of Accounts. Publication would be announced through social media channels and via mainstream media. This year the print circulation would be reduced and deliver a cost saving.

**RESOLVED: That:**

**[1] The Annual Report 2017-18, as detailed at Appendix 1 of the report, be approved along with its publication.**

**4 DRAFT INTEGRATED RISK MANAGEMENT PLAN 2019-2020 (IRMP 16)**

Consideration was given to a report of the Chief Fire Officer and Chief Executive which sought approval of the draft Integrated Risk Management Plan for 2019-20 (IRMP 16) for consultation. The draft IRMP outlined a range of new and ongoing projects, as well as the detailed risk analysis and planning processes that had been carried out in order to ensure current and future projects continued to meet the Authority's objectives and future financial challenges. The draft IRMP also provided some indicative timescales regarding the development of the Whole Service Review, the outcomes of which may be subject to public consultation as part of future integrated risk management planning.

Members were advised on the proposed consultation programme that would run for 13 weeks and would allow public, staff and stakeholders the opportunity to comment on and shape the proposals. Emerging issues and interim findings from the consultation would be presented to the next meeting of the Fire Authority on 12<sup>th</sup> December 2018. A formal report on the outcomes from the consultation would be presented to the Fire Authority on 13<sup>th</sup> February 2019.

**RESOLVED: That:**

**[1] The Integrated Risk Management Plan for 2019-20 (IRMP 16), as detailed at Appendix 1 of the report, be approved for formal internal and external consultation.**

## **5 FIRE STATION MODERNISATION PROGRAMME**

Consideration was given to a report of the Director of Governance and Commissioning which provided information about the condition of certain fire stations; described the process to assess the works required at each of the fire stations; outlined a suggested approach to the delivery of a modernisation programme; and sought the allocation of funding to commence the programme. The report was not concerned with the four new fire stations, or Chester, Crewe, and Warrington fire stations. It focused on the remaining 21 fire stations.

Members were advised that it was the intention to manage and monitor the delivery and performance of the programme at the Estates and Property Committee and the Performance and Overview Committee. The programme would be expected to be delivered over five and a half years.

Members welcomed the proposed programme and asked if local contractors would be involved and whether modern technology would be used to deliver environmental improvements. In response, the Director of Governance and Commissioning confirmed that there would be a need for a mixture of procurement approaches and some of the contracts would be expected to attract interest from local contractors. Environmental improvements would be dependant on the suitability and cost at each site and expert guidance would be considered.

**RESOLVED: That:**

**[1] The Authority commit to the delivery of a fire station modernisation**

**programme for the 21 fire stations covered by the report.**

- [2] The sum of £8.5m for the modernisation programme be included in the capital programme.**
- [3] The release of £3.5m to start the programme be approved.**
- [4] 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 be noted.**

## **6 ESTATES SHARING PRINCIPLES**

Consideration was given to a report of the Director of Governance and Commissioning which sought approval of the Estates Sharing Principles (the Principles). The Principles detailed at Appendix 2 of the report described certain expectations that might be relevant when the Fire Authority and the Police and Crime Commissioner were considering the sharing of estates assets.

The Principles were intended to guide officers as estates sharing opportunities were developed. The Principles were not binding. Specific estates sharing proposals would need to be approved by the Fire Authority and the Police and Crime Commissioner apart from the Use of Existing Estate arrangements as detailed within the report.

**RESOLVED: That:**

- [1] The Estates Sharing Principles, as detailed at Appendix 2 of the report, be approved.**

## **7 CREATING A JOINT FIRE AND POLICE FACILITY ON THE CREWE FIRE STATION SITE**

Consideration was given to a report of the Director of Governance and Commissioning which provided 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. The report sought authority to enter into suitable arrangements with the PCC to progress the project; sought the allocation of the funding to cover Fire's proportion of the cost of the joint fire and police facility; and sought authority to commit up to £200k to prepare initial designs, carry out suitable surveys/checks and prepare a cost plan.

It was reported that Fire and the PCC would build upon the existing general collaborative arrangements to produce a suite of legal agreements to regularise all stages of delivering a joint facility from feasibility through to long term operational use.

Both David Keane, Police and Crime Commissioner and Members welcomed the proposal to create a joint fire and police facility on the Crewe Fire Station site.



**RESOLVED: That:**

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

NOTE: Members did not need to debate the Financial Implications (contained in the report at Item 10) and did not need to move into private session.

**8 NW FIRE CONTROL LIMITED GOVERNANCE ARRANGEMENTS**

Consideration was given to a report of the Director of Governance and Commissioning which advised on a proposal from Greater Manchester Combined Authority (GMCA) that would require a change to the governance arrangements of NW Fire Control Limited (the Company).

It was reported that the Company, which provided call handling and mobilising services, was jointly owned by Cumbria County Council, GMCA, Lancashire Combined Fire Authority and Cheshire Fire Authority. The Company governance arrangements were set out in its Articles of Association and the Articles stated that each owner was entitled to appoint two directors. The directors form the board and meet at least every quarter and currently, all directors must be elected members.

GMCA had advised that they now wished to appoint two officers as directors instead of elected members. GMCA was proposing the appointment of its Treasurer and Deputy Chief Executive, as directors.

Members were requested to consider the following two options:

Option 1 – To confirm that the Chair of the Authority had discretion to vote on behalf of the Authority on the proposal as he sees fit; or

Option 2 – To determine how the Chair was required to vote on behalf of the Authority on the proposal.

Councillor S Nelson moved and Councillor R Polhill seconded Option 1 and Councillor E Johnson moved and Councillor G Hayes seconded Option 2.

The two Options were contradictory and the Chair put Option 1 to the meeting and it

was carried 12 votes in favour and 8 votes against with the Chair abstaining.

**RESOLVED: That:**

**[1] The Chair has the discretion to vote on behalf of the Authority on the proposal as he sees fit.**

**9 EXCLUSION OF PRESS AND PUBLIC**

**Minute 7 refers.**

**10 CREATING A JOINT FIRE AND POLICE FACILITY ON THE CREWE FIRE STATION SITE - FINANCIAL IMPLICATIONS**

This report supplemented the report at Item 7 on the Agenda. The report covered the financial aspects of the proposal and was considered to be commercially sensitive.



**MINUTES OF THE MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE held on Wednesday, 31 October 2018 at Conference Room - Clemonds Hey, Cheshire at 10.00 am**

**PRESENT:** Councillors S Nelson (Chair), D Flude, E Johnson, G Merry, S Parker and M Tarr

**1 PROCEDURAL MATTERS**

**A Apologies for Absence**

Apologies for absence were received from Councillor B Rudd (Chair).

**B Declaration of Members' Interests**

There were no declarations of Members' Interest.

**C Minutes of the Brigades Managers' Pay and Performance Committee**

**RESOLVED That:**

**That the minutes of the Brigade Managers' Pay and Performance Committee held on 5<sup>th</sup> June 2018 be confirmed as a correct record.**

**2 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED That:**

**Under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the 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 3: Chief Fire Officer – Performance Appraisal and Development Scheme (Interim Review)**

**Paragraph**

**(1) Information relating to any individual**

**3 APPRAISAL OF CHIEF FIRE OFFICER AND CHIEF EXECUTIVE (INTERIM REVIEW)**

Members had previously agreed key objectives and personal development objectives for the Chief Fire Officer and Chief Executive for 2018-2019 at an appraisal discussion on 5<sup>th</sup> June 2018. In accordance with the Service's Staff

Appraisal scheme the interim appraisal review meeting should take place at the mid year point to review and consider progress against the objective, and update objectives and development plans as required.

The Director of Transformation confirmed the process and the Chief Fire Officer and Chief Executive presented progress needs against these objectives and also against the personal development objectives that had been agreed in June 2018.

The Chief Fire Officer's Appraisal 2019/20 has been set to take place on 27<sup>th</sup> March 2019.

**RESOLVED That:**

- [1] The progress against the key objectives in the Chief Fire Officer and Chief Executive's appraisal for 2018-19 be noted.**



**MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Wednesday, 31 October 2018 at Leadership Team Conference Room - Fire Service, Clemonds Hey at 12.00 pm**

**PRESENT:** Councillors S Nelson (Chair), D Flude, E Johnson, G Merry, S Parker and M Tarr

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

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

**B Apologies for Absence**

Apologies for absence were received from Councillor B Rudd.

**C Declaration of Members' Interests**

There were no declarations of interest.

**D Minutes of the last meeting of the Staffing Committee**

**RESOLVED That:**

**The minutes of the Staffing Committee held on 17<sup>th</sup> September 2018 be confirmed as a correct record.**

**2 WORKFORCE PLANNING UPDATE**

Consideration was given to a report from the Head of Service Delivery which provided an update which identified predicted operational establishment levels up to 2024-25. The report also contained recommendations in respect of mitigating potential medium term shortfall in staffing levels.

Andy Royle, Group Manager - Emergency Response Programme and Ursula Jones, Business Partner – Joint Police and Fire Corporate Services were in attendance and gave a presentation which detailed the Routine Establishment Activity and Workforce Planning Processes.

A Member commented that recently a number of operational staff had recently left the Service to join other fire and rescue services as part of an Inter-Service Transfer application process and asked how Cheshire could retain trained staff moving forward. In response, the Chief Fire Officer and Chief Executive advised that the main reason for staff transferring was to move to a service closer to their home. However, the Service was losing trained and experienced staff. To reduce this risk

the Service may consider introducing a staff retention policy following further discussions with officers and Members.

The Committee welcomed the report and requested that a Work Force Planning Update was submitted to the Staffing Committee on an annual basis.

**RESOLVED That:**

- [1] The Workforce Planning Update be noted.**
- [2] The recommendations contained in paragraphs 10 to 13.3 of the report be approved.**
- [3] That an update on Workforce Planning be submitted to the Staffing Committee on an annual basis.**

**3 PEOPLE STRATEGY UPDATE 2019-2022**

Consideration was given to a report from the Director of Transformation which sought approval of the draft People Strategy for 2019-2022 for wider consultation with staff groups.

The Strategy had been established to take into account a number of national and local level developments and provided a strategic approach to improve the culture of the Service through its people practices and processes.

The draft Strategy contained key underpinning principles. The challenges and objectives were structured to mirror the established 'Steps' framework, which assigned priorities and objectives into the three key stages of employment; Step In, Step Forward and Step Up. The Strategy then concluded by outlining governance and delivery measures.

The Director of Transformation reported that following wider consultation with staff groups the document would be submitted to Members for formal approval.

**RESOLVED That:**

- [1] The draft People Strategy for 2019-22, as detailed at Appendix A of the report, be approved for wider consultation with staff groups.**
- [2] The People Strategy for 2019-22 be submitted to Members for formal approval following consultation and development.**

**4 STAFF SURVEY CORPORATE ACTION PLAN UPDATE**

Consideration was given to a report from the Director of Transformation which provided an update on progress against the corporate action plan developed to address the outcomes of the 2017 Staff Engagement Survey.

Members were advised that following the 2017 Staff Engagement Survey, officers

had undertaken an exercise to solicit feedback from across the organisation to determine if the results mirrored the experiences of the staff and to inform the development of an action plan aimed at dealing with key issues. This resulted in the development of both local action plans and a corporate action plan to address the findings of the Staff Engagement Survey.

Progress against the corporate action plan was monitored regularly at meetings of the Staff Engagement Group and it was agreed that progress against the corporate action plan would also be reported to Staffing Committee on a six-monthly basis.

The Director of Transformation and Members had a discussion on each of the key themes, namely, recognition and feeling valued; management accessibility and visibility; communication and change; and common sense principles.

**RESOLVED That:**

**[1] The Staff Survey Corporate Action Plan Update is noted.**

**5 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 12 A to the Act in the paragraphs indicated:**

**Item 6: Disciplinary and Grievance Update**

**Paragraph(s)**

- (1) Information relating to any individual.**
- (2) 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.**

**6 DISCIPLINARY AND GRIEVANCE UPDATE**

The Director of Transformation was in attendance and provided an update on current disciplinary and grievance activity.

**RESOLVED That:**

**[1] The update be noted.**

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**MINUTES OF THE MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE held on Wednesday, 14 November 2018 at Lecture Theatre - Sadler Road, Cheshire at 10.00 am**

**PRESENT:** Councillors S Wright (Chair), D Beckett, E Johnson, N Jones, D Mahon, R Polhill, Barnett and L Thomson

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

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

**B Apologies for Absence**

There were no apologies for absence received.

**C Declarations of Members' Interests**

There were no declarations of Members' interests.

**D Minutes of the Governance and Constitution Committee**

**RESOLVED: That**

**[1] the minutes of the meeting of the Governance and Constitution Committee held on Wednesday 4<sup>th</sup> July 2018 be confirmed as a correct record.**

**2 DISPENSATIONS**

The Director of Governance and Commissioning introduced the report which asked Members to extend the benefit of the existing dispensations to a new Member of the Fire Authority.

Appendix 1 to the report contained a copy of the legislation and Appendix 2 to the report contained an extract which explained the rationale for the granting of the original dispensations.

The Director of Governance and Commissioning informed the Committee that Councillor Beverley Dooley had requested the dispensations be extended so that she could benefit from them.

**RESOLVED: That**

**[1] the dispensations granted to Fire Authority Members on 5<sup>th</sup> October 2016 be extended to benefit Councillor Beverley Dooley, thereby allowing her to take part in debates and votes on the setting of the**

**Council Tax precept and the approval of the Members' Allowances Scheme (and any changes and/or additions to it).**

**3 MEMBERS' ALLOWANCES SCHEME 2019-20**

The Director of Governance and Commissioning introduced the report which was intended to allow Members to consider the Members' Allowances Scheme and make a recommendation to the Fire Authority about the Scheme for 2019-20.

The Members' Allowances Scheme was reviewed with the assistance of a member of Cheshire East's Independent Remuneration Panel in 2016-17. The Members' Allowances Scheme had been based on the outcome of that review for 2017-18 and 2018-19. No increase was applied in 2018-19.

Members were satisfied with the current draft of the Members' Allowance Scheme 2019-20 and felt an uplift should be included in 2019-20.

**RESOLVED: That**

**[1] the Members' Allowance Scheme for 2019-20 as drafted be presented to the Fire Authority.**

**4 SOCIAL MEDIA GUIDANCE FOR MEMBERS**

The Director of Governance and Commissioning introduced a report which allowed Members to consider an initial draft of guidance on the use of social media prior to it being distributed more widely for comment.

The issue was discussed informally by members of the Governance and Constitution Committee earlier this year. Members felt that a short guidance document would be appropriate and could sit alongside the Members' Code of Conduct.

Members commended the document for its conciseness. It was suggested that the document should be reviewed annually. Members were satisfied that the document could be circulated more widely for further comment.

**RESOLVED: That**

**[1] the guidance on the use of social media for Members, as currently drafted, be widely circulated for further comment.**



**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
held on Wednesday, 28 November 2018 at Lecture Theatre - Sadler Road, Cheshire at  
10.00 am**

**PRESENT:** Councillors P Harris (Chair), M Biggin, G Hayes, K Mundry, M Simon,  
T Sherlock and independent member (non-elected) D Barnett

Also present: Councillor S Nelson (attended to observe).

**1 PROCEDURAL MATTERS**

**A Record of Meeting**

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

**B Apologies for Absence**

There were no apologies for absence received.

**C Declaration of Members' Interests**

There were no declarations of Members' interests.

**D Minutes of the Performance and Overview Committee**

**RESOLVED:**

**That the minutes of the Performance and Overview Committee held on 5  
September 2018 be confirmed as a correct record.**

**2 FINANCE REPORT - QUARTER 2, 2018-19**

The Treasurer introduced the report, which provided a summary of the Service's mid-year revenue position, reserves position and the status of projects in the capital programme.

He informed Members that the Quarter 2 review was reporting a forecast underspend of £1.5m in relation to the revenue budget. He confirmed that the majority of the underspend was due to uncertainties around price inflation and the firefighters national pay award.

The Treasurer drew Members attention to the reserves position set out in Appendix 2 to the report. He explained that as part of the Authority's Reserves Strategy, reserves would be used to fund most of the Authority's ambitious capital programme which totalled £39m over the next 5 years.

**RESOLVED: That**

[1] **Members notes the forecast outturn position; and**

[2] **Member approve the movement in reserves as set out in Appendix 2.**

### **3 PROGRAMME REPORT - QUARTER 2, 2018-19**

The Director of Governance and Commissioning introduced the report, which provided an update on the Service's 2018-19 Integrated Risk Management Plan programmes and projects. He referred Members to Appendix 1 to the report, which contained the Health Report for the second quarter of 2018-19.

He drew Members attention to the Blue Light Collaboration Programme update, which had an amber progress status. He explained that the programme was due to complete in October 2018 but due to difficulties delivering the Multi Force Shared Service (MFSS) element of the programme, it had been provisionally rescheduled to conclude on the 1<sup>st</sup> April 2019.

The Director of Governance and Commissioning highlighted some of the issues that had been concluded during the quarter. There had been some changes to the original relocation plan with Fire Authority meetings expected to take place at Clemonds Hey. Due to access issues, significant costs and parking problems a decision had been made to cease any activity to create the necessary meeting rooms. Key Members had been consulted and it had been agreed that future Fire Authority meetings would continue to take place at the Service's Sadler Road site. He confirmed that a more detailed update including the overall savings associated with the programme would be provided to Members in the near future.

A Member queried the risk management arrangements in place for the risks associated with the Blue Light Collaboration programme. The Director of Governance and Commissioning advised that strategic risks were managed at Risk Management Board where mitigating actions are considered. He informed Members that it was his intention to report to Members about the MFSS in due course when the risks would be considered.

The Director of Governance and Commissioning provided Members with an update on the Replacement of Chester Fire Station project. He informed them that the planning application was rejected by the Cheshire West and Chester Planning Committee on 6<sup>th</sup> November. He continued that the Authority would protect its position by lodging an appeal and by preparing a fresh planning application. Unfortunately, the project would be delayed by around 6 months.

The Assistant Chief Fire Officer for Operational Assurance and Service Improvement provided an update on the Cardiac Response Pilot, which was on hold due to National Pay Negotiations. A Member emphasised his support for the pilot and queried if Cheshire could create a local arrangement. The Assistant Chief Fire Officer for Operational Assurance and Service Improvement advised Members that the possibility would be explored and Members would receive an update in due course.

**RESOLVED: That**

**[1] the Quarter 2 Programme Report 2018-19 be noted.**

#### **4 PERFORMANCE REPORT - QUARTER 2, 2018-19**

The Head of Protection and Organisational Performance introduced the report which provided Members with an update on the Service's performance against the key performance indicators (KPIs) for Quarter 2 2018-19. Appendix 1 to the report contained the corporate performance scorecard reflecting the Quarter 2 position against targets set and the year-on-year direction of travel for the Service's KPIs.

Members were referred to Appendix 2 of the report which contained a detailed description of each KPI, including a summary of current performance and any actions taken to improve performance. Alongside the Head of Protection and Organisational Performance, the Head of Prevention and Head of Service Delivery provided further information on the KPIs relevant to their departments.

The Head of Protection and Organisational Performance drew Member's attention to the number of non-domestic premises fire safety audits completed by the end of the quarter, which was below target. He explained that the reason for this was the low numbers of competent Fire Safety Officers. A breakdown of staff capacity and competence against performance for each unitary area was detailed within the report. He advised Members that members of the team had made good progress in gaining their Level 4 Audit Competency allowing them to carry out audits on some of Cheshire's more complex premises and this would have a positive impact on the performance for the remainder of the year.

The Head of Service Delivery drew Members attention to the KPI for on-call availability. He commended the on-call staff at Sandbach, Nantwich and Poynton Fire Stations for achieving their target for the quarter. He advised Members that whilst overall performance was behind for the quarter, a plan had been developed by officers, which should enable on-call to achieve 85% availability pan-Cheshire but would take 12 months to embed. The Assistant Chief Fire Officer for Service Delivery added that the availability of on-call resources remained a key priority for the Service.

The independent Member of the Committee queried whether Prevention and Protection staff had been considered to provide operational cover. The Head of Service Delivery advised that the team had been working with the two departments to explore if it was a possible option.

**RESOLVED: That**

**[1] the Quarter 2 Performance Report 2018-19 be noted.**

#### **5 INTERNAL AUDIT PLAN - QUARTER 2, 2018-19 - PROGRESS REPORT**

Ann-Marie Harrop (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance at the meeting to present the quarterly progress summary

of the 2018-19 Internal Audit Plan (attached as Appendix 1 to the report).

She provided Members with a brief overview of the progress made against the audit plan and informed them that progress was on track against the timeline.

**RESOLVED: That**

**[1] the report be noted.**

**6 HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2017-18**

The Health, Safety and Wellbeing Manager introduced the report which provided an update on the management of health and safety in the Service. He highlighted to Members the key achievements of the Service throughout 2017-18 and reports on both reactive and proactive measures of performance.

He informed Members that there has been a small increase in the number of minor injuries but explained that this figure fluctuated from year to year and continued on a downward trend.

Members were informed that there had been twelve incidents of violence and aggression towards staff during the reporting period. A Member queried how many of the incidents were physical violence. The Health, Safety and Wellbeing Manager confirmed there has been two incidents of physical violence and that the rest had been verbal abuse.

A Member commended the scope and depth of the information provided within the report and thanked the Health, Safety and Wellbeing Manager for his work.

**RESOLVED: That**

**[1] the Health, Safety and Wellbeing Annual Report 2017-18 be noted.**

**7 ROAD SAFETY ANNUAL REPORT 2017-18**

The Arson Reduction and Road Safety Manager introduced the report which appended the Authority's Annual Road Safety Report 2017-18, containing details of interventions delivered by the Service. He highlighted that the Service had received two awards for its road safety work.

A Member congratulated the team for the excellent and extensive partnership work achieved during the year.

**RESOLVED: That**

**[1] the Annual Road Safety Report 2017-18 be noted.**

**8 'ON THE STREETS' ANNUAL REPORT 2017-18**

The Youth Development Manager introduced the report which provided Members with an update on the work undertaken by the 'On the Streets' (OTS) team over the past 12 months. She explained that the programme was delivered in areas with high levels of arson, small deliberate fires and anti-social behaviour.

The Youth Development Manager summarised the local engagement that had occurred with the OTS teams in each of the unitary areas within Cheshire. She informed Members that working across all four unitary areas had resulted in increased community engagement. She highlighted that the Service had seen an improved level of engagement particularly in the Wharton area of Winsford and reported that the team were engaging with up to 25 young people per night.

**RESOLVED: That**

**[1] the report be noted.**

## **9 INTERIM BONFIRE UPDATE 2018**

The Arson Reduction and Road Safety Manager provided Members with a verbal interim update on the preventative and operational activities of the Service during the bonfire period. He confirmed that a full report would be presented to the Committee at its next meeting in February 2019.

Members were informed that 87 secondary deliberate fires were recorded during the bonfire period (24 October 2018 – 7 November 2018), which was a 13.9% reduction compared to the 2017 bonfire period.

## **10 FORWARD WORK PROGRAMME**

The table included those items that have been identified/agreed to-date. Members were asked to agree and note the forward work programme for February 2019.

**RESOLVED: That:**

**[1] The Forward Work Programme be noted.**

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**MINUTES OF THE MEETING OF THE RISK MANAGEMENT BOARD held on Tuesday, 16 October 2018 at Fire Conference Room, Clemonds Hey, Winsford at 10.00 am**

**PRESENT:**

**Members:**

Councillor S Nelson  
Councillor J Weatherill

**Auditor:**

Anne-Marie Harrop, Mersey Internal Audit Agency

**Officers**

Mark Cashin, Chief Fire Officer and Chief Executive  
Andrew Leadbetter, Director of Governance and Commissioning  
Allan Rainford, Treasurer  
Louise Willis, Planning, Performance and Risk Manager  
Chris Astall, Planning, Performance and Risk Officer  
Donna Linton, Governance and Corporate Planning Manager  
Emilie Salkeld, Governance Officer

**1 APOLOGIES**

There were no apologies for absence received.

**2 NOTES FROM THE PREVIOUS RISK MANAGEMENT BOARD**

The notes of the previous meeting of the Risk Management Board held on 1<sup>st</sup> May 2018 were presented and the following actions were raised:-

Terms of Reference – Risk Management Board 2018-19

The Chief Fire Officer and Chief Executive advised that the Terms of Reference reflect any changes to the service management team structure. An updated version of the Terms of Reference would be submitted to the next meeting for review.

Review of Strategic Risk Register – Risk 807 Competing demands on resource and future funding

The Planning, Performance and Risk Manager reported that the Whole Service Review had been included in Risk 807.

Work Programme 2018-19 – Alarm Benchmarking Report

The Chief Fire Officer and Chief Executive sought clarity as to why the Alarm Benchmarking report was not on the agenda for consideration as requested at the last meeting and detailed on the Work Programme. In response, the Performance, Planning and Risk Officer advised that an options report was in the process of being

developed to assess the value a benchmarking exercise and this would be submitted to the next meeting in March 2019.

The Chief Fire Officer and Chief Executive asked if the Alarm Benchmarking Exercise had any influence on the Service's insurance costs through the Fire Risk Insurance Consortium and sought an update on the options available by January 2019.

**RESOLVED: That**

**[1] The notes of the meeting held on 1<sup>st</sup> May 2018 be approved as a correct record.**

**ACTION: That**

**[2] The revised Terms of Reference be submitted to the next meeting for review.**

**[3] A report considering the value of the Alarm Benchmarking exercise be submitted to the Chief Fire Officer and Chief Executive by January 2019 for consideration.**

**3 REVIEW OF STRATEGIC RISK REGISTER**

A copy of the Strategic Risk Register was circulated by the Planning and Performance Team and the following observations were made:-

376 – Fire in Iconic Heritage Building

The Chief Fire Officer and Chief Executive commented that the work taking place with the building owners to try and mitigate the risk of fires at the Rows in Chester. The main issue was that the Service did not have any powers to force building owners to fit sprinklers. The introduction of sprinklers at strategic points would mitigate the risk, however, this was the responsibility of the building owners. The Service had details of all the historic buildings across Cheshire which proved that there was a heritage risk in each of the four unitary areas. It was suggested that Members of the Fire Authority be invited to attend a tour of each of the main sites in 2019-20.

807 – Competing Demands on Resource and Achieving Medium Term Financial Planning (MTFP) Targets

This risk had been refreshed on 11<sup>th</sup> June 2018. The Treasurer provided an update on the Budget Planning Process for 2019-20 and all budget bids and business cases that have been submitted in support of expenditure proposals would be considered by SMT on 22<sup>nd</sup> October 2018. At the present time, the expenditure and savings proposals for 2019-20 did not represent a balanced position. For the purposes of planning, it should be assumed that expenditure proposals would need to be self financing and be offset by savings proposals. At this stage there would need to be a combination of further savings proposals and/or a reduction in the level of

expenditure proposals.

889 – Lack of Commitment from housing providers to fit sprinklers

The Planning, Performance and Risk Manager provided an update on the work taking place to mitigate the risk. A third live sprinkler demonstration had taken place on 12<sup>th</sup> October 2018 which Members of the Sprinkler Group were invited to attend.

970 – ESMCP Financial Implications should Airwave contract need extending beyond 2020

It was reported that this was a joint project with the police and the main risk was the impact of delays to the project on costs and projected savings. To date a budget forecast had been set and a transition plan had been published. A full time member of staff was working within the regional ESMCP programme on behalf of the Service.

It was reported that a new risk should be included on the Strategic Risk Register titled NW Fire Control Limited. Greater Manchester Combined Authority (GMCA) had proposed a change to the governance arrangements of NW Fire Control Limited (the company). GMCA now wished to appoint two officers as directors instead of elected members. The company was due to determine this matter at a General Meeting on 30<sup>th</sup> November 2018.

The Chief Fire Officer and Chief Executive reported that recently a number of operational staff had left the Service to join Greater Manchester Fire and Rescue Service as part of an Inter-Service Transfer application process. The main reason for staff transferring was to move to a Service closer to their home. The risk going forward was that the Service was losing experienced and well trained operational staff to other Brigades. To reduce this risk the Service may look to introduce a staff retention policy.

**RESOLVED: That**

**[1] The update on the Strategic Risk Register be noted.**

**ACTIONS: That**

**[1] A new risk be created in relation to the change to the governance arrangements of NW Fire Control Limited (the Company).**

**[2] A new risk be created in relation to the retention of operational staff.**

**4 OPERATIONAL AND CORPORATE SERVICES RISK MAP**

Consideration was given to a report from Planning and Performance (Joint Corporate Services) which presented a visual high level overview of the Service's organisational risk profile mapped by department. The map was a useful tool to improve understanding of the full risk profile, not just the high/medium impact and high/medium probability (red) risks. The map also helped to identify risks that may require attention not just red risks.

The Board felt that the map was a useful tool and requested that it was submitted to future meetings for consideration and to assist in identifying future areas of interest where more detailed risk information would be of value.

The Director of Governance and Commissioning requested that in future versions risk titles were checked to ensure they adequately described the risk.

**RESOLVED: That**

**[1] The Operational and Corporate Services Risk Map (Fire) as detailed at Appendix 1 of the report, be noted.**

## **5 DEEP DIVE - SECURITY OF FIRE STATIONS**

Steve McGlade, Joint Head of Estates, was in attendance and presented the Risk Register Deep Dive Report – Security on Fire Stations. The report provided extra assurance that the risk was being managed appropriately and that actions were being implemented in a timely manner.

The Board were advised that an action plan was in place to deliver a suite of improvements that would contribute to the mitigation of the risk. The first part of the action plan was concerned with physical security measures e.g. upgrades to door locking mechanisms on the fire station buildings, fitting of window restrictors and repairs/improvements to fencing. The action plan also included securing any blue light vehicle keys in locked key cabinets. The second part of the plan was to change the station culture around security. This had begun with an updated Station Management Framework which included guidance on how staff on a fire station should operate with station security prominent in their activities. This had been acknowledged as being the biggest challenge as the Service had been very open to community access. Unfortunately, the increased threat from terrorism made it necessary to review the way fire stations are secured.

The first part of the action plan was due to be completed by March 2019 and the second part would take longer and was due to be completed by March 2020. The Implementation of the action plan and associated risk would be reported to and monitored by Estates and Property Committee.

The Board welcomed the informative update.

**RESOLVED: That**

**[1] The Risk Register Deep Dive Report – Security on Fire Stations be noted.**

## **6 ANNUAL STATEMENT OF ASSURANCE 2018-19 - PROPOSED PLANNING PROCESS**

Consideration was given to a report from Planning and Performance (Joint Corporate Services) which advised that a working group had been established to

lead the coordination and collation of content and evaluation for inclusion in the Statement of Assurance 2018-19.

One of the key consideration for the working group would be to explore the benefits of continuing to combine the Annual Statement of Assurance and the Annual Governance Statement or to publish as two separate documents. Both documents had specific guidance governing content and format.

The first meeting of the working group was due to take place on 7<sup>th</sup> November 2018.

**RESOLVED: That**

**[1] A working group has been established to undertake the production of the Annual Statement of Assurance 2018-19 be noted.**

## **7 WORK PROGRAMME 2018-19**

The date of the next meeting of the Board was due to take place on 12<sup>th</sup> March 2019. However this would be re-arranged due to a clash with the LGA Annual Fire Conference that was taking place on 12<sup>th</sup> and 13<sup>th</sup> March 2019.

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**MINUTES OF THE MEETING OF THE MEMBER TRAINING AND DEVELOPMENT GROUP held on Wednesday, 17 October 2018 at Fire Conference Room, Clemonds Hey, Winsford CW7 2UA at 10.00 am**

**PRESENT:** Councillors D Flude (Chair), D Beckett, S Parker and L Thomson

**1 APOLOGIES**

Apologies for absence were received from Councillor M Simon.

**2 NOTES FROM THE PREVIOUS MEMBER DEVELOPMENT WORKING GROUP**

**RESOLVED That:**

**The notes of the meeting held on 9th April 2018 be approved as a correct record.**

**3 DRAFT MEMBER DEVELOPMENT STRATEGY 2018-19**

The Governance and Corporate Planning Manager (G&CPM) presented a draft of the proposed Member Development Strategy for 2018-2019 for Members consideration.

The Strategy sets out how the Fire Authority would further develop its elected Members to ensure that they were effective in fulfilling their roles and responsibilities. It provided a structured framework for the delivery of the member Development and Induction Programme, future member support and development and would promote continuous improvement and development.

One of the objectives on the Member Development Strategy for 2019-2020 would be to review/ refresh the roles and responsibilities of Member Champions to ensure that they still supported the Authority's overarching role in the changing environment in which it operated. It was agreed that the review should be put on hold until the new Chief Fire Officer and Chief Executive was in post and any subsequent structure changes were made. The review of Member Champion roles had now been included on the MTDG Work Programme for 2018-2019.

**RESOLVED That:**

**[1] the draft Member Development Strategy for 2018-2019 be submitted to the Fire Authority on 12th December 2018 for approval.**

**[2] an update on the delivery programme for the Member Development Strategy 2019-2020 be submitted to the meeting on 20th March 2019.**

**4 DRAFT MEMBER DEVELOPMENT PLAN 2018-19**

The G&CPM presented Members with the draft Member Development Plan for

2018-2019 for Members consideration.

At the last meeting of the MTDG a Member requested that officers consider the delivery of specific training for Members of the Estates and Property Committee to assist them in their role on the Committee. In response, the Director of Governance and Commissioning would clarify with Members what training were to be required at the next meeting of the Committee.

Members noted that the Chief Fire Officer had undertaken a 1:1 with each Member of the Fire Authority since his appointment in July 2018. Feedback from these meetings would be provided at the next Members Planning Day on 9th November 2018. The impact of any outcomes would be considered when drafted the 2019-2020 programme.

Members reviewed the Member Training and Development Programme 2018/2019 and felt the seminar for Corporate Governance issues and the briefings on Trade Union Protocol and Service Reform were no longer required. Members discussed the need for an IT skills session to be arranged for those who may not feel confident using computer software and requested that the G&CPM gather interest amongst Members on arranging a session. The Independent Member advised that the Governance and Constitution Committee had considered the implementation of a Social Media Policy and requested an update on its status by the next meeting.

The G&CPM provided the MTDG with attendance from the Member training sessions held between August and October 2018. Members requested that attendance records should be maintained on all corporate events and training sessions attended by Members. The Independent Member reminded the MTDG that Independent Members only attend events for informative purposes.

The G&CPM informed the Members that she had arranged a meeting with North West Employers to discuss applying for the Member Development Level 1 Review. CFRS had originally achieved the Member Development Level 1 Charter in 2011 and this was now due to be renewed. It was noted that progression towards Level 2 was deferred due to the implementation of the Blue Light Collaboration programme. When Members questioned the financial impact of the application progression, the G&CPM assured Members the only additional fee would be officer time. More information regarding the application would be presented to the MTDG at the next meeting.

**RESOLVED That:**

- [1] the draft Member Development Programme for 2018-19 be updated accordingly and submitted to the Fire Authority on 12<sup>th</sup> December 2018 for approval.**

**5 PERSONAL DEVELOPMENT REVIEWS - UPDATE**

The G&CPM provided an update on the delivery of Members' Personal Development Reviews for 2018-2019. It was reported that the majority of Members had now completed a Personal Development Review, however, a number of Members had



refused the offer due to the fact that they were standing down in the 2019 local elections. The Chair requested that the completed outcomes from the Members' Personal Development Reviews would be reviewed at the next meeting of the MTDG.

The Independent Member requested that the G&CPM arrange for both Independent Members to visit their local fire station to fully understand the working environment of a firefighter.

**RESOLVED That:**

- [1] the update on the delivery of Personal Development Reviews be noted.**
- [2] the outcomes from the Personal Development Reviews be submitted to the next meeting on 5<sup>th</sup> December 2018.**

**6 DRAFT MEMBER TRAINING AND DEVELOPMENT WORK PROGRAMME 2018-19**

The G&CPM provided a draft of the Member Training and Development Work Programme 2018-2019 for the Members to consider.

The Chair requested the outcomes from the Personal Development Review be submitted to the next meeting on 5<sup>th</sup> December 2018 instead of 20<sup>th</sup> March 2019, as stated in the Work Programme.

**RESOLVED That:**

- [1] the Work Programme 2018-2019 for the Member Training and Development Group be updated accordingly.**

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## **MINUTES OF THE MEETING OF THE LOCAL PENSION BOARD - FIREFIGHTERS PENSION SCHEME held on Thursday, 22 November 2018 at Leadership Team Conference Room - Fire Service, Clemonds Hey at 1.30 pm**

### **PRESENT:**

**Board Members:** Councillor G Merry (Chair), A Waller (ACFO), N McElroy (FOA) and G Peers (FBU)

**Officers:** A. Harvey (Director of Transformation), J. Nixon (Governance Advisor), J. Swift (HR Business Support Manager) and D. Linton (Governance and Corporate Planning Manager)

**Guests:** G. Hall and G. Coates (XPS)

### **1 APOLOGIES**

There were no apologies of absence.

### **2 DECLARATION OF INTERESTS**

The Board Members completed an updated Declaration of Interest form for 2018-19

### **3 NOTES FROM THE PREVIOUS MEETING**

**RESOLVED: That**

**[1] the minutes of the meeting of the Local Pension Board held on 28<sup>th</sup> November 2017 be confirmed as a correct record.**

### **4 KIER CHESHIRE FIRE SERVICE DELIVERY REPORT APRIL 2018 - MARCH 2019**

The Operations Manager, Graeme Hall from XPS presented the Cheshire Fire and Rescue Service Delivery Report for 2018-2019 which contained the following information:-

- Regulations and Guidance from April to September 2018
- One complaint received relating to incorrect benefits quoted prior to retirement
- Common Data
- Performance Charts against service level agreements

Graeme Hall reported that Kier Business Services had entered into an agreement to sell its pension unit to XPS Pension Group which had taken place on 1<sup>st</sup> November 2018. XPS were one of the largest pensions consultancy companies in the UK, administering pensions for over 800,000 people. The Kier pensions team based in Middlesbrough had all transferred to XPS, meaning that all accrued knowledge of the firefighter pension scheme would be retained and the existing software, Heywoods Altair, would continue to be used. It was the intention to expand and

strengthen the current team moving forward and a bespoke officer would be allocated to work specifically with firefighter pensions. XPS were also concentrating on improving customer satisfaction by introducing satisfaction surveys to gain feedback on the service provided.

It was reported that the Cheshire Fire and Rescue Service and Cheshire Constabulary along with two other organisations now had a combined contract with XPS and Cheshire Fire and Rescue Service were keen to learn from the areas of good practice to improve the service currently provided.

A Board Member sought clarification on how low accuracy would be captured in XPS's performance reports. It was noted that most of the KPIs related to service level agreements regarding timescales, however, there was an absence of qualitative performance reporting in respect of accuracy.

A Board Member also made reference to the one complaint received during the reporting period. Graeme Hall advised that further control measures had been implemented to ensure that type of mistake did not occur again. A Board Member sought clarity on how XPS would report situations such as Annual Benefit Statements being sent to an incorrect address. In response, Graeme Hall advised that this would not be reported at present, however, going forward this would be recorded as a data breach.

It was reported by XPS that this information could be checked using the self-service tool that was currently used by a number of organisations including Cheshire Constabulary and Cleveland Fire and Rescue Service. In response the Director of Transformation advised that she would seek assurances regarding the accuracy of the data used by the self-service tool prior to agreeing to implementation.

Currently the HR Business Support Manager had quarterly meetings with XPS to discuss and resolve any issues raised. It was the intention that Cheshire Fire and Rescue Service would work closely with colleagues in the Multi-Force Shared Service to ensure a seamless transition for the transfer of data and appropriate knowledge transfer prior to implementation on 1<sup>st</sup> April 2019.

**RESOLVED: That:**

- [1] the content of the report and comments raised be noted.**
- [2] Graeme Hall to incorporate Performance KPIs into future performance reports that would provide reassurance regarding accuracy and qualitative performance.**

**5 FIREFIGHTER PENSION SCHEME UPDATE**

The HR Business Support Manager presented a report to provide the Pension Board with an update on current issues relating to the Firefighter's Pension Schemes, which included the following:-

- Pensions Administrator Transfer;
- Firefighter Pension Scheme Bulletins;

- Firefighter Pension Scheme Valuation;
- Contracting-Out Reconciliation Exercise;
- Regulatory Amendments
  - i) Change to SCAPE discount rate; and
  - ii) Police and Firefighter's Pension (Amendment) Regulation 2018;
- The Pension Regulator (TPR) Annual Survey;
- Annual Benefit Statements 2018 (ABS).

The Pension Board was advised that the ABS for 2017-18 had been produced and dispatched by 22<sup>nd</sup> August 2018 against the deadline of 31<sup>st</sup> August 2018. It was reported that in 2017, a number of employees and pension board members had not received an ABS. This year, a number of additional checks had been implemented to resolve this issue and a request had been published in the green bulletin asking any members who did not receive an ABS to notify the payroll team. A reconciliation of XPS's data to identify any variances had also been carried out. To date 3 employees had reported that they had not received an ABS. These employees were included in XPS's data, therefore the cause was likely to be due to postal issues and one was due to XPS holding an incorrect address. In comparing the data with that held by XPS, 36 employees had been identified for whom an ABS may not have been produced. Work with XPS was taking place to identify the cause and any necessary resolution. A further update would be provided at the next meeting of the Pension Board.

A Board Member asked if the service information provided in the ABS could be itemised rather combined together in the future to allow members to verify that their information was correct more easily. In response, Graeme Hall, advised that the software used to produce the ABS was limited, but said that if an email request for this change was sent then he could investigate this further.

**RESOLVED: That:**

- [1] the content of the report and comments raised be noted.**
- [2] an update on Annual Benefits Statements be submitted to the next meeting.**
- [3] The HR Business Support Manager to email Graeme Hall asking if the service information provided in the ABS could be itemised rather combined together in the future to allow members to verify that their information was correct more easily.**

**6 LGA FIRE PENSIONS ANNUAL CONFERENCE - 18 SEPTEMBER 2018**

The Governance Advisor provided a debrief from the LGA Fire Pensions Annual Conference that she and the Director of Transformation had attended on Tuesday 18<sup>th</sup> September 2018. The report highlighted the key themes raised at the conference which included:

- Annual Allowance Tax Charges
- Scheme Valuation
- Joint Pension Board across Leicester, Derbyshire and Nottinghamshire Fire Services (same Administrator)

- Retirement forecasting
- Pension Discrimination Claims (Outcome due in Spring 2019)
- Pension Ombudsman Cases
- Pensionable Pay
- Benchmarking Exercises Commissioned by AON

**RESOLVED: That**

**[1] the content of the report be noted.**

**7 CHESHIRE FIRE AND RESCUE SERVICE INTERNAL PENSIONS  
ADMINISTRATIONS PERFORMANCE UPDATE**

The Director of Transformation and HR Business Support Manager provided an update on the internal pensions administrations performance, with specific reference to the following:

Gap Analysis and Future Work Plan: A work plan was being created to identify gaps between current practice and best practice, as outlined by the Pensions Regulator and the Scheme Advisory Board. This would be submitted to a future meeting of the Pensions Board for consideration.

Risk Register Review: A copy of the Firefighter Pension Scheme Risk Register was circulated, for information. It was the intention to publish this information on the Cheshire Fire and Rescue Service website. A discussion was had on the loss of key staff and what arrangements were in place for succession planning. Reassurance was provided that discussions were underway in respect of the HR Business Support Manager's role for purposes of business continuity. It was also pointed out that there would now be two pension experts that would work with XPS one to focus on Cheshire Fire and Rescue Service and other on Police and knowledge would cross between the two positions.

The Pension Board requested that two additional risks were included on the Risk Register, namely, 'Data Forecast and Calculations' and under 'Administration Failure/Maladministration' an additional risk was included on 'Loss of Key Staff'.

Breaches Update: There were no breaches to report, a review would take place regarding the ABS issue and the outcome would be reported to a future meeting of the Pensions Board.

Data Review: XPS on behalf of Cheshire Fire and Rescue Service had completed an audit of all common data. The implementation guidance was in the process of being updated to reflect the review.

IDRPs: In the last six months two IDRPs had been considered. A case relating to ill-health retirement had been referred to the Pensions Ombudsman.

Training and Development Log: The Governance and Corporate Planning Manager would create an updated training and development log.

**RESOLVED: That:**

- [1] the update and comments raised be noted.
- [2] two additional risk to be included on the Risk Register, namely, 'Data Forecast and Calculations' and under 'Administration Failure/Maladministration' an additional risk was included on 'Loss of Key Staff'.

**8 THE PENSIONS REGULATOR SURVEY 2018 - DRAFT RESPONSE**

The HR Business Support Manager advised that The Pensions Regulator had recently circulated their annual survey to all fire and rescue authorities seeking feedback on the operation of Local Pension Boards.

A copy of Cheshire Fire and Rescue Service's draft response which had been completed by the Director of Transformation in conjunction with the HR Business Support Manager was circulated at the meeting, for the Pension Board's comments. The deadline for submission to the Pensions Regulator was 30<sup>th</sup> November 2018. The responses from the survey were due to be published in May 2019.

The Board considered the draft response. It was reported that the Scheme Provider would provide a response to questions in Section D – Cyber Security.

The Board sought clarity on the answer provided to '**Question A4 – Do the scheme and pension board have sufficient time and resources to run the scheme properly? Answer: No**'. In response, the Director of Transformation advised that the scheme was currently run properly however with more resources this could be improved. The Board requested that this was recorded on the Risk Register and the reason for the answer was explained further in the reply to Question K7 – Other comments/clarify or explain any of the answers which have been provided.

**RESOLVED: That**

- [1] the Cheshire Fire and Rescue Service draft response be approved for submission to The Pensions Regulator by the 30<sup>th</sup> November 2018 with the inclusion of the Scheme Provider's response to Section D.
- [2] the issues covered in the answer to Question A4, as detailed above, be included on the Risk Register.

**9 PENSIONS PRIVACY NOTICE**

The Governance Advisor presented the Pensions Privacy Notice.

The notice was produced for members and beneficiaries of the Firefighters Pension Schemes 1992, 2006 and 2015, to inform them of how their personal data was being used. The notice was available on both the Cheshire Fire and Rescue Service internet and intranet.

**RESOLVED: That**

**[1] the Pensions Privacy Notice be noted.**



## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE:** 12<sup>TH</sup> DECEMBER 2018  
**REPORT OF:** HEAD OF FINANCE  
**AUTHOR:** WENDY BEBBINGTON

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**SUBJECT:** TREASURY MANAGEMENT – MID YEAR  
REPORT 2018-19

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### Purpose of Report

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

### Recommended That:

- [1] the report be noted; and
- [2] the requirement to borrow in line with previous approval for the Training Centre be noted.

### Background

2. The first requirement for treasury management is to ensure that the organisational cash flow is adequately planned with cash being available when it is needed. Surplus monies are invested in low risk counter-parties or instruments commensurate with the low risk appetite, providing adequate liquidity initially before considering investment return. This means the order of priority for all investment decisions is Security, Liquidity (access to cash) and then Yield (interest earned).
3. The second main function of treasury management is the funding of capital plans. These capital plans provide a guide to the borrowing need which is essentially the longer term cash flow planning to ensure that capital spending obligations can be met. The management of longer term cash may involve arranging long or short term loans or by using longer term cash flow surpluses. On occasion any debt currently held may be re-structured in line with risk or cost objectives.
4. Accordingly, treasury management is defined as:  
  
"The management of the authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

5. In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities will be required to prepare a Capital Strategy which is intended to provide the following:
  - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
  - an overview of how the associated risk is managed
  - the implications for future financial sustainability
6. The associated Code of Practice for Treasury Management recommends that those charged with governance are updated on treasury management activities regularly by way of a strategy at the start of the year, a mid-year review and an outturn report.
7. The Authority agreed an annual Treasury Management Strategy for 2018/19 on 14 February 2018.
8. This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
  - An economic update for the first part of the 2018/19 financial year;
  - A review of the Treasury Management Strategy Statement (including the Annual Investment Strategy);
  - The capital expenditure and borrowing position;
  - A review of the investment portfolio for 2018/19;
  - A review of compliance with Treasury and Prudential Limits for 2018/19.

## **ECONOMIC BACKGROUND**

9. The first half of 2018/19 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee (MPC), to unanimously (9-0) vote to increase Bank Rate on 2 August 2018 from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.
10. Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components such as oil prices, but is expected to fall back to the 2% inflation target over the

next two years. given a scenario of minimal increases in Bank Rate. The MPC has indicated that the Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.

11. As for the labour market, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, near to the joint high of 0.5% since 2009 (the previous high point was in July 2015). Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing Bank Rate again, especially given all the uncertainties around Brexit.
12. A summary of projected interest rates is provided in the table below.

Link Asset Services Interest Rate View											
	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
3 Month LIBID	0.75%	0.80%	0.80%	0.90%	1.10%	1.10%	1.20%	1.40%	1.50%	1.60%	1.60%
6 Month LIBID	0.85%	0.90%	0.90%	1.00%	1.20%	1.20%	1.30%	1.50%	1.60%	1.70%	1.70%
12 Month LIBID	1.00%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%	1.60%	1.70%	1.80%	1.80%
5yr PWLB Rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.40%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

## TREASURY MANAGEMENT STRATEGY STATEMENT UPDATE

13. The Treasury Management Strategy Statement (TMSS) was approved by the Authority on 14 February 2018. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

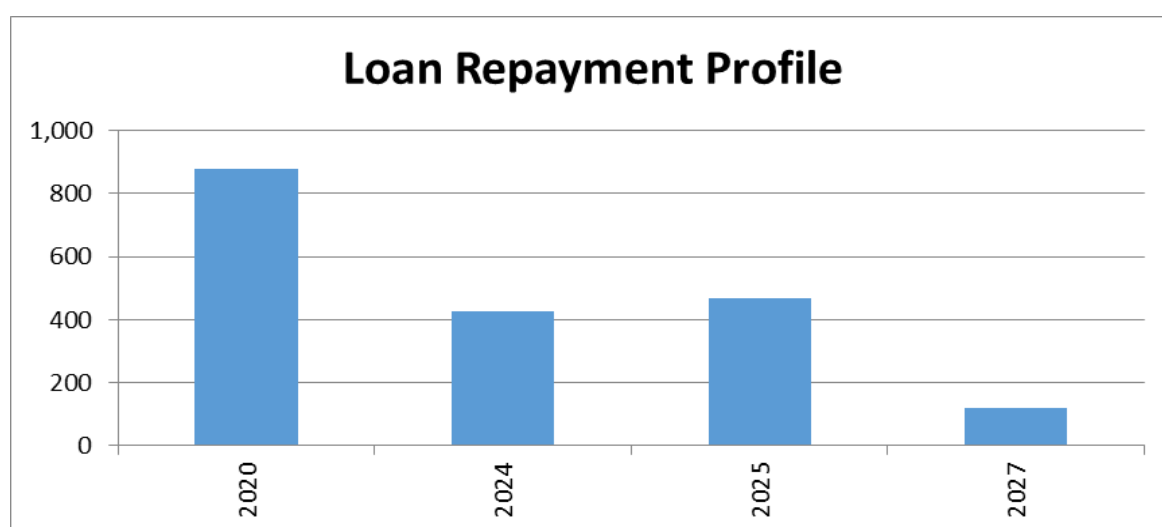
## CAPITAL PROGRAMME & BORROWING

14. In preparing the capital programme, attention is given to understanding the potential liabilities and risks associated with the expenditure and funding of the annual capital programme. In particular, the combined impact on the overall financial position of the Authority in terms of revenue and capital budgets, to ensure that such activity remains proportionate. There is a relationship in anticipating that borrowing will be required to fund the capital programme and the associated Minimum Revenue Provision and Interest Payable revenue costs.
15. The table below provides an indication of the capital programme, the resulting amount of annual borrowing required and the associated revenue financing costs over the current and next 3 years.

<b>Table 1: Capital Expenditure Forecasts</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>
Forecast Capital Programme	3,152	17,743	8,657	4,179
To be funded by new borrowing (estimate)	400	8,800	1,549	3,774
Estimated associated revenue cost of existing plus new borrowing (MRP & Interest Payable)	464	599	696	1,155

16. Historically the Authority has financed the majority of its capital programme from reserves and capital grants. Looking ahead, it seems almost certain that there will be no future capital grant funding for fire authorities and capital reserves are now all committed to the existing programme. As a result, the ongoing requirement to fund an annual capital programme for essential vehicle, equipment and technology replacements along with current and future strategic building projects will require the Authority to increase revenue funding of the programme and to enter into new external borrowing as estimated in the above table.
17. The Authority currently remains in an under-borrowed position, which means that historically decisions have been made to internally finance expenditure as opposed to borrowing. The position at 31 March 2019 is anticipated to be c£5m under-borrowed.
18. At this point maintaining under-borrowing at c£5m going forward is considered to be manageable and a sensible position in view of poor returns that can be achieved on cash balances invested. The cashflow impact will however be kept under review and it may well be necessary to reduce under-borrowing as cash reserves reduce due to ongoing budget pressures and as capital reserves are used to fund the currently approved new station build and modernisation projects.

19. The Authority had a loan portfolio of £1.892m at 31 October 2018 and there is currently a further requirement to borrow to finance the capital programme from 2018/19 onwards. The table above forecasts an initial borrowing requirement of around £11m between now and 2020/21 to fund the Training Centre project. The timing of this borrowing needs to be balanced carefully between capital expenditure timescales and prevailing and forecast market rates which will be kept under close review throughout the remainder of 2018/19 and 2019/20.
20. The following tables show the actual debt maturity profile of current borrowing as at 31 October 2018 and a comparison with approved Upper and Lower Limits.



**Table 2 Maturity Structure of Borrowing**

	Upper Limit %	Lower Limit %	Actual 31/10/18 %	Amount £000
Under 12 months	25	0	0	0
12 months and within 24 months	25	0	47	880
24 months and within 5 years	50	0	0	0
5 years and 10 years	60	0	53	1,012
10 years and above	100	5	0	0
<b>Total</b>			100	1,892

21. The actual maturity structure for borrowing falls slightly outside the agreed profile, as can be seen in Table 2. However, as the Authority has such relatively low levels of borrowing and currently has such a healthy investment position, this is not considered to be a material risk. Over recent years, the Authority has not required any new additional

borrowing and has not therefore been easily able to influence the maturity structure.

22. Advice has again been sought from the Authority's Treasury Management advisors who suggest that opportunities have been very limited in the current economic climate given the consequent structure of interest rates, and following the margin added to gilt yields which has impacted PWLB new borrowing rates since 2010. No debt rescheduling has therefore been undertaken or is anticipated in the current financial year.

### **INVESTMENT PORTFOLIO 2018/19**

23. The Annual Investment Strategy has the priorities of security, liquidity and yield. The aim to achieve the optimum yield within the approved investment counter-parties which are scrutinised regularly for creditworthiness within the security principle. Liquidity is achieved within the forecast spending profile and cashflows.
24. The Authority continues to maintain high levels of cash at 31st October 2018 due partly to the temporary positive cash flow implications of receiving annual Firefighters Pension Government Grant in July each year and also ahead of delivery of the currently approved strategic building projects.
25. As a result, interest on balances earned in 2018/19 is £115k to 31st October compared with the annual budget (£100k) for investment income in 2018/19, despite continuing low interest rates throughout 2018/19 and maintaining the current c£5m under-borrowing position which has resulted in savings on loan interest payable that more than offsets lower interest earned on cash balances.
26. The Authority has continued with a cautious approach to its choice of counterparties. As at 31st October 2018, the Authority's investments were with Aberdeen Standard Liquidity Money Market Fund, Bank of Scotland, Santander, Goldman Sachs and Barclays.

<b>Investments 31/10/2018</b>	<b>£000</b>
Aberdeen Standard	5,140
Bank of Scotland	9,300
Santander UK	3,500
Goldman Sachs	6,000
Barclays	5,000
<b>Total</b>	<b>28,940</b>

27. There have been no known instances of non-compliance with approved Annual Investment Strategy limits during the year.

### **REVIEW OF COMPLIANCE WITH PRUDENTIAL INDICATORS**

28. It is a statutory duty for those charged with governance to determine and keep under review a range of prudential indicators and treasury

limits. During the financial year to date, treasury management activities have operated within the approved indicators and limits and in compliance with the Treasury Management Practices. The following table compares the estimated performance on key prudential indicators in 2018/19 against those approved by the Authority in February 2018.

Table 3: Prudential and Treasury Indicators			
Prudential Indicators	2018/19 Indicator £000	2018/19 Revised Estimate £000	Comment
Capital expenditure	6,356	3,152	Re-profiling of Training Centre spending into 2019/20 partly offset by initial forecast expenditure re: new Crewe/Chester Station scheme approvals.
Capital Financing Requirement	11,656	7,301	Re-profiling of Training Centre spending into 2019/20 to be funded by borrowing
Annual change in capital financing requirement	4,522	(78)	
Gross borrowing requirement: (Under) / Over borrowing	(4,751)	(5,396)	2017/18 and 2018/19 Training Centre project spend financed temporarily by internal borrowing.
Ratio of financing costs to net revenue stream	1.30%	1.11%	Borrowing re: Training Centre Project not now anticipated 2018/19.
Treasury Indicators	2018/19 Indicator £000	2018/19 Revised Estimate £000	
Authorised limit for external debt	9,105	9,105	Set 14/2/18, No change planned during 2018/19
Operational boundary for external debt	7,065	7,065	
Actual external debt			Initial borrowing re: Training Centre Project not now anticipated until 2019/20.
- Borrowing	6,892	1,892	
- Other long term liabilities	13	13	
Total	6,905	1,905	
Upper limit of fixed interest rate exposure	100%	100%	
Upper limit of variable interest rate exposure	40%	0%	No variable rate loans held or planned

Table 3: Prudential and Treasury Indicators			
Upper limit for principal sums invested for over 365 days	£5m	£nil	No longer term investments held or planned.

### **Financial Implications**

29. The subject of this report is financial.

### **Legal Implications**

30. The Local Government Act 2003 and the associated CIPFA Code of Practice for Treasury Management recommends that those charged with governance are updated on treasury management activities regularly by way of a strategy at the start of the year, a mid-year review and an outturn report.

### **Equality & Diversity Implications**

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

### **Environmental Implications**

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

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

**BACKGROUND PAPERS: None**



## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE:** 12<sup>TH</sup> DECEMBER 2018  
**REPORT OF:** EXTERNAL AUDITORS

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**SUBJECT:** AUDIT PROGRESS REPORT AND SECTOR UPDATE

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### Purpose of Report

1. To present the Audit Progress Report and Sector Update. The Report representatives from Grant Thornton will attend the meeting.

### Recommended: That

- [1] the Audit Progress Report and Sector for the year ended 31<sup>st</sup> March 2019 be noted.

### Information

2. The Report produced by Grant Thornton (attached to the report as Appendix 1) provides information about progress in delivering its responsibilities to the Fire Authority as external auditors.
3. The Report also includes a summary of emerging national issues and developments that may be relevant to the Fire Authority.

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

### BACKGROUND PAPERS:

Grant Thornton Letter – Year Ended 31<sup>st</sup> March 2018 presented to Cheshire Fire Authority on 19<sup>th</sup> September 2018 (Minute 2 refers)

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# Audit Progress Report and Sector Update

Cheshire Fire Authority  
Year ending 31 March 2019

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11 November 2018



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# Introduction

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**John Farrar**

**Engagement Lead**

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This paper provides the Audit Committee with a report on progress in delivering our responsibilities as your external auditors.

The paper also includes:

- a summary of emerging national issues and developments that may be relevant to you as a local authority; and
- includes a number of challenge questions in respect of these emerging issues which the Committee may wish to consider (these are a tool to use, if helpful, rather than formal questions requiring responses for audit purposes)

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**Ged Small**

**Engagement Manager**

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Members of the Authority can find further useful material on our website, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications [www.grantthornton.co.uk](http://www.grantthornton.co.uk) ..

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Engagement Manager.

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# Status of the audit at 14 November

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## 2018/19 Audit Status

We have begun our planning processes for the 2018/19 financial year audit.

Our detailed work and audit visits will begin later in the financial year and we are finalising the timing of these visits with Officers.

In the meantime we will:

- continue to hold regular discussions with management to inform our risk assessment for the 2018/19 financial statements and value for money audits;
- review minutes and papers from key meetings; and
- continue to review relevant sector updates to ensure that we capture any emerging issues and consider these as part of audit plans.

We met with Finance Officers earlier this month as part of our quarterly liaison meetings and continue to be in discussions with finance staff regarding emerging developments and to ensure the audit process is smooth and effective.

# Audit Deliverables

2018/19 Deliverables	Planned Date	Status
<b>Fee Letter</b> Confirming audit fee for 2018/19.	April 2018	Complete
<b>Accounts Audit Plan</b> We are required to issue a detailed accounts audit plan to the Audit Committee setting out our proposed approach in order to give an opinion on the Authority's 2018-19 financial statements.	Draft agreed with officers December 2018 Submit for Authority approval February 2019	Not yet due
<b>Interim Audit Findings</b> We will report to you the findings from our interim audit and our initial value for money risk assessment within our Progress Report.	March 2019	Not yet due
<b>Audit Findings Report</b> The Audit Findings Report will be reported to the July Audit Committee.	July 2019	Not yet due
<b>Auditors Report</b> This is the opinion on your financial statement, annual governance statement and value for money conclusion.	July 2019	Not yet due
<b>Annual Audit Letter</b> This letter communicates the key issues arising from our work.	August 2019	Not yet due

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# Sector Update

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Local government finances are at a tipping point. Councils are tackling a continuing drive to achieve greater efficiency in the delivery of public services, whilst facing the challenges to address rising demand, ongoing budget pressures and social inequality.

Our sector update provides you with an up to date summary of emerging national issues and developments to support you. We cover areas which may have an impact on your organisation, the wider NHS and the public sector as a whole. Links are provided to the detailed report/briefing to allow you to delve further and find out more.

Our public sector team at Grant Thornton also undertake research on service and technical issues. We will bring you the latest research publications in this update. We also include areas of potential interest to start conversations within the organisation and with audit committee members, as well as any accounting and regulatory updates.

- **Grant Thornton Publications**
- **Insights from local government sector specialists**
- **Reports of interest**
- **Accounting and regulatory updates**

More information can be found on our dedicated public sector and local government sections on the Grant Thornton website



# CIPFA consultation – Financial Resilience Index

The Chartered Institute of Public Finance and Accountancy (CIPFA) has consulted on its plans to provide an authoritative measure of local authority financial resilience via a new index. The index, based on publically available information, will provide an assessment of the relative financial health of each English council.

CIPFA has designed the index to provide reassurance to councils who are financially stable and prompt challenge where it may be needed. To understand the sector's views, CIPFA invited all interested parties to respond to questions it has put forward in the consultation by the 24 August.

The decision to develop an index is driven by CIPFA's desire to support the local government sector as it faces a continued financial challenge. The index will not be a predictive model but a diagnostic tool – designed to identify those councils displaying consistent and comparable features that will highlight good practice, but crucially, also point to areas which are associated with financial failure. The information for each council will show their relative position to other councils of the same type. Use of the index will support councils in identifying areas of weakness and enable them to take action to reduce the risk of financial failure. The index will also provide a transparent and independent analysis based on a sound evidence base.

The proposed approach draws on CIPFA's evidence of the factors associated with financial stress, including:

- running down reserves
- failure to plan and deliver savings in service provision
- shortening medium-term financial planning horizons.
- gaps in saving plans
- departments having unplanned overspends and/or undelivered savings.

Conversations with senior practitioners and sector experts have elicited a number of additional potential factors, including:

- the dependency on external central financing
- the proportion of non-discretionary spending – e.g. social care and capital financing - as a proportion of total expenditure
- an adverse (inadequate) judgement by Ofsted on Children's services
- changes in accounting policies (including a change by the council of their minimum revenue provision)
- poor returns on investments
- low level of confidence in financial management.

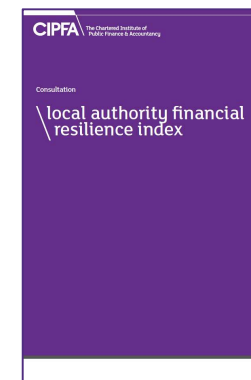
The consultation document proposes scoring six key indicators:

1. The level of total reserves excluding schools and public health as a proportion of net revenue expenditure.
2. The percentage change in reserves, excluding schools and public health, over the past three years.
3. The ratio of government grants to net revenue expenditure.
4. Proportion of net revenue expenditure accounted for by children's social care, adult social care and debt interest payments.
5. Ofsted overall rating for children's social care.
6. Auditor's VFM judgement.

## CIPFA Consultation

### Challenge question:

Has your **Head of Finance** briefed members on the Council's response to the Financial Resilience Index consultation?



# Institute of Fiscal Studies: Impact of ‘Fair Funding Review’

The IFS has published a paper that focuses on the issues arising in assessing the spending needs of different councils. The government’s ‘Fair Funding Review’ is aimed at designing a new system for allocating funding between councils. It will update and improve methods for estimating councils’ differing abilities to raise revenues and their differing spending needs. The government is looking for the new system to be simple and transparent, but at the same time robust and evidence based.

## Accounting for councils’ spending needs

The IFS note that the Review is seeking a less subjective and more transparent approach which is focused on the relationship between spending and needs indicators. However, like any funding system, there will be limitations, for example, any attempt to assess needs will be affected by the MHCLG’s funding policies adopted in the year of data used to estimate the spending needs formula. A key consideration will be the inherently subjective nature of ‘spending needs’ and ‘needs indicators’, and how this will be dealt with under any new funding approach. Whilst no assessment of spending needs can be truly objective, the IFS state it can and should be evidence based.

The IFS also note that transparency will be critical, particularly in relation to the impact that different choices will have for different councils, such as the year of data used and the needs indicators selected. These differentiating factors and their consequences will need to be understood and debated.

## Accounting for councils’ revenues

The biggest source of locally-raised revenue for councils is and will continue to be council tax. However, there is significant variation between councils in the amount of council tax raised per person. The IFS identify that a key decision for the Fair Funding Review is the extent to which tax bases or actual revenues should be used for determining funding levels going forward.

Councils also raise significant sums of money from levying fees and charges, although this varies dramatically across the country. The IFS note that it is difficult to take account of these differences in a new funding system as there is no well-defined measure of revenue raising capacity from sales, fees and charges, unlike council tax where the tax base can be used.

## The overall system: redistribution, incentives and transparency

The IFS also identify that an important policy decision for the new system is the extent to which it prioritises redistribution between councils, compared to financial incentives for councils to improve their own socio-economic lot. A system that fully and immediately equalises for differences in assessed spending needs and revenue-raising capacity will help ensure different councils can provide similar standards of public services. However, it would provide little financial incentive for councils to tackle the drivers of spending needs and boost local economics and tax bases.

Further detail on the impact of the fair funding review can be found in the full report <https://www.ifs.org.uk/uploads/publications/comms/R148.pdf>.



# A Caring Society – bringing together innovative thinking, people and practice

The Adult Social Care sector is at a crossroads. We have yet to find a sustainable system of care that is truly fit for purpose and for people. Our Caring Society programme takes a step back and creates a space to think, explore new ideas and draw on the most powerful and fresh influences we can find, as well as accelerate the innovative social care work already taking place.

We are bringing together a community of influencers, academics, investors, private care providers, charities and social housing providers and individuals who are committed to shaping the future of adult social care.

At the heart of the community are adult social care directors and this programme aims to provide them with space to think about, and design, a care system that meets the needs of the 21st Century, taking into account ethics, technology, governance and funding.

We are doing this by:

- hosting a 'scoping sprint' to determine the specific themes we should focus on
- running three sprints focused on the themes affecting the future of care provision
- publishing a series of articles drawing on opinion, innovative best practices and research to stimulate fresh thinking.

Our aim is to reach a consensus, that transcends party politics, about what future care should be for the good of society and for the individual. This will be presented to directors of adult social care in Spring 2019, to decide how to take forward the resulting recommendations and policy changes.

## Scoping Sprint

This took place in October. Following opening remarks by Hilary Cottam (social entrepreneur and author of Radical Help) and Cllr Georgia Gould (Leader of Camden Council), the subsequent discussion brought many perspectives but there was a strong agreement about the need to do things differently that would create and support a caring society. Grant Thornton will now take forward further discussions around three particular themes:

1. Ethics and philosophy: What is meant by care? Should the state love?
2. Care in a place: Where should the power lie? How are local power relationships different in a local place?
3. Promoting and upscaling effective programmes and innovation

## Sprint 1 – What do we really mean by 'care'?

This will take place on 4 December. Julia Unwin, Chair of the Civil Societies Futures Project, former CEO of the Joseph Rowntree Association and author on kindness will provide her insight to spark the debate on what we really mean by 'care'

## Find out more and get involved

- To read the sprint write-ups and opinion pieces visit: [grantthornton.co.uk/acaringsociety](http://grantthornton.co.uk/acaringsociety)
- Join the conversation at #acaringsociety

### Challenge question:

How is your authority engaging in the debate about the future of social care?



# The Vibrant Economy Index

## a new way to measure success

Our Vibrant Economy Index uses data to provide a robust, independent framework to help everyone understand the challenges and opportunities in their local areas. We want to start a debate about what type of economy we want to build in the UK and spark collaboration between citizens, businesses and place-shapers to make their places thrive.

Places are complex and have an intrinsic impact on the people and businesses within them. Economic growth doesn't influence all of the elements that are important to people's lives – so we shouldn't use GDP to measure success. We set out to create another measure for understanding what makes a place successful.

In total, we look at 324 English local authority areas, taking into account not only economic prosperity but health and happiness, inclusion and equality, environmental resilience, community and dynamism and opportunity. Highlights of the index include:

- Traditional measures of success – gross value added (GVA), average workplace earning and employment do not correlate in any significant way with the other baskets. This is particularly apparent in cities, which despite significant economic strengths are often characterised by substantial deprivation and low aspiration, high numbers of long-term unemployment and high numbers of benefit claimants
- The importance of the relationships between different places and the subsequent role of infrastructure in connecting places and facilitating choice. The reality is that patterns of travel for work, study and leisure don't reflect administrative boundaries. Patterns emerge where prosperous and dynamic areas are surrounded by more inclusive and healthy and happy places, as people choose where they live and travel to work in prosperous areas.
- The challenges facing leaders across the public, private and third sector in how to support those places that perform less well. No one organisation can address this on their own. Collaboration is key.

Visit our website ([www.granthornton.co.uk](http://www.granthornton.co.uk)) to explore the interactive map, read case studies and opinion pieces, and download our report **Vibrant Economy Index: Building a better economy**.

### Vibrant Economy app

To support local collaboration, we have also developed a Vibrant Economy app. It's been designed to help broaden understanding of the elements of a vibrant economy and encourage the sharing of new ideas for – and existing stories of – local vibrancy.

We've developed the app to help people and organisations:

- see how their place performs against the index and the views of others through an interactive quiz
- post ideas and share examples of local activities that make places more vibrant
- access insights from Grant Thornton on a vibrant economy.

We're inviting councils to share it with their employees and the wider community to download. We can provide supporting collateral for internal communications on launch and anonymised reporting of your employees' views to contribute to your thinking and response.

To download the app visit your app store and search 'Vibrant Economy'

- Fill in your details to sign up, and wait for the verification email (check your spam folder if you don't see it)
- Explore the app and take the quiz
- Go to the Vibrant Ideas section to share your picture and story or idea



# Supply Chain Insights tool helps support supply chain assurance in public services

Grant Thornton UK LLP has launched a new insights and benchmarking platform to support supply chain assurance and competitor intelligence in public services.

The Supply Chain Insights service is designed for use by financial directors and procurement professionals in the public sector, and market leaders in private sector suppliers to the public sector. It provides users with a detailed picture of contract value and spend with their supply chain members across the public sector. The analysis also provides a robust and granular view on the viability, sustainability, market position and coverage of their key suppliers and competitors.

The platform is built on aggregated data from 96 million invoices and covers £0.5 trillion of spending. The data is supplemented with financial standing data and indicators to give a fully rounded view. The service is supported by a dedicated team of analysts and is available to access directly as an on-line platform.

Phillip Woolley, Partner, Grant Thornton UK LLP, said:

"The fall-out from the recent failure of Carillion has highlighted the urgent need for robust and ongoing supply chain monitoring and assurance. Supply Chain Insights provides a clear picture of your suppliers' activities across the sector, allowing you to understand risks, capacity and track-record. We think it's an indispensable resource in today's supplier market."



## The tool enables you to immediately:

- access over 96 million transactions that are continually added to
- segment invoices by:
  - organisation and category
  - service provider
  - date at a monthly level
- benchmark your spend against your peers
- identify:
  - organisations buying similar services
  - differences in pricing
  - the leading supplier
- see how important each buyer is to a supplier
- benchmark public sector organisations' spend on a consistent basis
- see how much public sector organisations spend with different suppliers

Supply Chain Insights forms part of the Grant Thornton Public Sector Insight Studio portfolio of analytics platforms.

Click on Supply Chain Insights for more information.

## Supply Chain Insights

Grant Thornton

Challenge question:

Has your Authority considered how our Supply Chain Insight tool can help support your supply chain assurance?



# In good company: Latest trends in local authority trading companies

Our recent report looks at trends in LATC's (Local Government Authority Trading Companies). These deliver a wide range of services across the country and range from wholly owned companies to joint ventures, all within the public and private sector.

## Outsourcing versus local authority trading companies

The rise of trading companies is, in part, due to the decline in popularity of outsourcing. The majority of outsourced contracts operate successfully, and continue to deliver significant savings. But recent high profile failures, problems with inflexible contracts and poor contract management mean that outsourcing has fallen out of favour. The days of large scale outsourcing of council services has gone.

## Advantages of local authority trading companies

- Authorities can keep direct control over their providers
- Opportunities for any profits to be returned to the council
- Provides suitable opportunity to change the local authority terms and conditions, particularly with regard to pensions, can also bring significant reductions in the cost base of the service
- Having a separate company allows the authority to move away from the constraints of the councils decision making processes, becoming more agile and responsive to changes in demand or funding
- Wider powers to trade through the Localism act provide the company with the opportunity to win contracts elsewhere

## Choosing the right company model

The most common company models adopted by councils are:

Wholly  
owned

Joint  
Ventures

Social  
Enterprise

Wholly owned companies are common because they allow local authorities to retain the risk and reward. And governance is less complicated. Direct labour organisations such as Cormac and Oxford Direct Services have both transferred out in this way.

JVs have become increasingly popular as a means of leveraging growth. Pioneered by Norse, Corserv and Vertas organisations are developing the model. Alternatively, if there is a social motive rather than a profit one, the social enterprise model is the best option, as it can enable access to grant funding to drive growth.

## Getting it right through effective governance

While there are pitfalls in establishing these companies, those that have got it right are: seizing the advantages of a more commercial mind-set, generating revenue, driving efficiencies and improving the quality of services. By developing effective governance they can be more flexible and grow business without micromanagement from the council.

## LATC's need to adapt for the future

- LATC's must adapt to developments in the external environment
  - These include possible changes to the public procurement rules after Brexit and new local authority structures. Also responding to an increasingly crowded and competitive market where there could be more mergers and insolvencies.
- Authorities need to be open to different ways of doing things, driving further developments of new trading companies. Relieving pressures on councils to find the most efficient ways of doing more with less in today's austere climate.

Overall, joint ventures can be a viable alternative delivery model for local authorities. Our research indicates that the numbers of joint ventures will continue to rise, and in particular we expect to see others follow examples of successful public-public partnerships.



[Download the report here](#)



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# Links

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## Grant Thornton website links

<https://www.grantthornton.co.uk/>

<http://www.grantthornton.co.uk/industries/publicsector>

<https://www.grantthornton.co.uk/en/insights/a-caring-society/>

<https://www.grantthornton.co.uk/en/insights/care-homes-where-are-we-now/>

<https://www.grantthornton.co.uk/en/insights/the-rise-of-local-authority-trading-companies/>

## National Audit Office link

<https://www.nao.org.uk/report/the-health-and-social-care-interface/>

## Ministry of Housing, Communities and Local Government links

<https://www.gov.uk/government/news/social-housing-green-paper-a-new-deal-for-social-housing>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/728722/BRR\\_Pilots\\_19-20\\_Prospectus.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728722/BRR_Pilots_19-20_Prospectus.pdf)

## Institute for Fiscal Studies

<https://www.ifs.org.uk/uploads/publications/comms/R148.pdf>





## CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY  
DATE : 12 DECEMBER 2018  
REPORT OF : DIRECTOR OF GOVERNANCE AND COMMISSIONING  
AUTHOR: ANDREW LEADBETTER

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**SUBJECT: MEMBERS' ALLOWANCES SCHEME 2019-20**

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### Purpose of Report

1. To enable Members to determine the Members' Allowances Scheme for 2019-20.

**Recommended:** That Members

- [1] Approve the Members' Allowance Scheme for 2019/20 attached to this report as Appendix 1.

### Background

#### The Law

2. The provisions governing Members' allowances are contained in the Local Authorities (Members' Allowances) (England) Regulations 2003 [the Regulations]. The Regulations do not apply to the Fire Authority in full.
3. Part 2 of the Regulations prescribes the allowances that may be paid and rules relating to such allowances. Part 3 of the Regulations sets out the requirements for members' allowances schemes, e.g. the application of indexation for annual adjustments to schemes. Part 4 of the Regulations is concerned with the role of the independent remuneration panel [IRP]. Local authorities (e.g. district, county and London boroughs) must have regards to recommendations of an IRP before they make or amend their scheme. A fire authority has a different obligation: it must have regard to the recommendations made by the IRPs of local authorities that appoint its Members (i.e. the constituent authorities). By virtue of this distinction it is clear that the Fire Authority is not required to have its own IRP.

#### The 2016-17 Review

4. The Members' Allowance Scheme was reviewed with the assistance of a member of Cheshire East's Independent Remuneration Panel in 2016-17. The Members' Allowance Scheme has been based on the outcome of that review for 2017-18 and 2018-19 (albeit in 2018-19 no increase was applied).

## Governance and Constitution Committee

5. The Members' Allowance Scheme 2019-20 was considered by the Governance and Constitution Committee in November 2018 and it was agreed that an uplift should be included.

### **Information**

6. The members' allowance schemes of the four constituent authorities have been checked and they do not contain any elements that have an impact upon the Fire Authority's Members' Allowance Scheme.
7. The figures in the Members' Allowance Scheme attached as Appendix 1 to this report are identical to those that were approved by the Fire Authority on 14<sup>th</sup> February 2018 as no uplift was applied last year. The uplift has been reflated (see paragraph 11) so the allowance would increase in line with pay increases of staff on the NJC.

#### Note

On preparing this paper it was noted that the version of the Members' Allowances Scheme considered by the Governance and Constitution Committee was from 2017-18. The correct version is attached to this report.

### **Financial Implications**

8. Annual increases based on an index like the NJC can be funded from the Authority's existing budget for Members' allowances.

### **Legal Implications**

9. The Fire Authority is required to have a scheme to cover its Members' allowances. It is not bound to have an independent remuneration panel. However, it is required to have regard to any recommendations made by the panels of the constituent authorities.

### **Equality and Diversity Implications**

10. There are no equality and diversity implications.

### **Environmental Implications**

11. There are no environmental implications.

**CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD  
TEL [01606] 868804**

**BACKGROUND PAPERS: NONE.**

**DRAFT Members' Allowance Scheme 2019-20**

**Basic Allowance**

- 1 Each Member of the Fire Authority shall receive a sum of **£4,160.27** (2019/20) per annum in the form of a Basic Allowance from 1<sup>st</sup> April 2019. Payment of this Allowance shall be monthly in arrears.

**Special Responsibility Allowance**

- 2 The following roles shall attract the amounts specified as Special Responsibility Allowances:

<b>Office</b>	<b>2018/19 Entitlement £</b>
<b>Chair of the CFA</b>	<b>13,686.48</b>
<b>Deputy Chair of the CFA</b>	<b>6,844.29</b>
<b>Chair of Performance and Overview Committee</b>	<b>2,737.72</b>
<b>Chair of Governance and Constitution Committee</b>	<b>1,579.45</b>
<b>Chair of Estates and Property Committee</b>	<b>1,579.45</b>
<b>Business Continuity Leads (Group Spokespersons and Lead Members – Constituent Authorities)</b>	<b>1,052.97</b>
<b>Member Champions (includes Chair of Member Training &amp; Development Group; and Risk Management Board Members)</b>	<b>526.48</b>

- 3 Only one SRA shall be paid to an individual Member. Where a Member holds two or more positions which attract an SRA only the highest amount will be paid. This excludes regional appointments.

**Regional Appointments**

- 4 Members appointed to the North West Fire Forum will receive a payment of **£35** per meeting attended.

**Independent (non-elected) members**

- 5 Independent (non-elected) members will receive an annual allowance of **£1,218.73**.

**Independent Persons**

- 6 Independent Persons will receive a payment of **£35** per meeting attended and re-imbursment of expenses incurred (travel/subsistence).

## **Travel, Subsistence and Other Allowances**

### **(a) Travel**

- 7 Members may claim travel expenses for mileage to and from meetings/ events associated with the Fire Authority at the prevailing HMRC rate (currently 45p per mile).

### **(b) Subsistence**

- 8 As a general rule lunch and other refreshments for meetings held at Fire Service HQ and other Service establishments are provided free of charge and, therefore, no claim for any allowance or reimbursement can be made. This may also include meals/refreshments provided at conferences/ seminars/meetings free of charge at other non Service venues.

- 9 For meetings where refreshments are not provided and Members are required to pay for meals, the actual expenditure will be reimbursed up to a maximum rate. At present these rates are as follows:-

Breakfast	£7
Lunch	£9
Dinner	£15
Dinner (London)	£20

If it is unavoidable and Members need to book their own accommodation the following rates are the maximum that will be paid:

Hotel	£100
Hotel (London)	£120

### **(c) Dependants' Carers' Allowance**

- 10 A Dependants' Carers' allowance is payable to Members where actual costs are incurred for the care of dependent relatives whilst discharging their approved duties for the Fire Authority.

The Dependants' Carers' Allowance will be paid up to a maximum of £3000 per annum and in reimbursement of incurred expenditure upon submission of receipts.

### **Annual Increase**

- 11 The Basic and Special Responsibility Allowances in this scheme shall be increased by the same percentage increase as the NJC pay award for Local Government employees (Green Book).

The increases shall apply from the same date as the pay increases take effect and will be backdated, if necessary.

This index shall apply for four years (up to 31<sup>st</sup> March 2021) unless the Scheme is amended.

## **CHESHIRE FIRE AUTHORITY: LIST OF APPROVED DUTIES**

- Attendance at meetings of the Fire Authority, Committees, Sub-Committees, Special Committees, Panels, Boards, Forums and Working/Task Groups
- Authorised briefings for Committees/Sub-Committees including all meetings which are called by officers e.g. Members Planning Days and pre-meeting briefings
- All approved conferences and seminars
- Regional Bodies - North West Fire Forum, NW Fire Control Ltd Board of Directors and associated working groups
- National Bodies – LGA Fire Commission and associated working groups
- Member Learning and Development Events (including induction and attendance at cluster exercises)

In addition to the above, the Chair or his nominee, attend other functions on behalf of the Fire Authority and in these circumstances these are regarded as approved duties for the purpose of the Members' Allowance Scheme.

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE:** 12 DECEMBER 2018  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** GRAEME WORRALL

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**SUBJECT:** DRAFT INTEGRATED RISK MANAGEMENT  
PLAN 2019-20 (IRMP 16) – INITIAL FEEDBACK

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### Purpose of Report

1. To provide Members with initial feedback on the consultation programme which is being carried out into 'Making Cheshire Safer' - the Authority's draft annual action plan for 2019-20 (IRMP16).

### Recommended: That

- [1] Members note the interim feedback on the consultation programme for the draft 2019-2020 Integrated Risk Management Plan.

### Background

2. At the meeting of the Authority on 19<sup>th</sup> September 2018, Members gave their approval for a consultation programme on the Authority's annual action plan for 2019-2020 (IRMP 16). That programme runs until 4<sup>th</sup> January 2019 and information contained in this report is based on views and comments received up to 30<sup>th</sup> November.
3. The consultation programme involves holding a number of public roadshow style events, directly contacting a range of local partner organisations and stakeholders and conducting a programme of internal consultation events for staff. Taking into account the programme of roadshows and other methods of consultation, it is expected that the final response level will be sufficient to provide a significant degree of confidence in the results of around +/- 5%.
4. This report briefly highlights the progress of the consultation and some of the themes from the feedback so far, with the final consultation report containing full details of responses due to be presented to the Fire Authority meeting on 13<sup>th</sup> February 2019.

### Consultation Progress

5. A total of eight public roadshows have been held across Cheshire East, Cheshire West and Chester, Halton and Warrington, with 2,000 consultation packs distributed to residents. In addition to the roadshows, use has been made of the

Cheshire Fire and Rescue Service website and social media channels, including the use of paid-for social media advertising to raise awareness of the consultation.

6. Staff have contacted pastoral tutors at colleges across to encourage them to raise awareness of the consultation amongst their students and place information on the consultation within their internal communication channels. In addition, information has been sent to the Service's own cadet units to raise awareness amongst young people already in contact with the organisation.
7. Members of staff have also utilised the Cheshire Halton and Warrington Race and Equality Centre's (CHAWREC) consultation panel for black and minority ethnic (BME) residents. Responses from members of this panel are expected to be returned later in December.
8. At the time of writing 275 responses had been received from members of the public, broadly in line with response rates at the same stage of previous consultations. It should be noted that any figures highlighted in this report are indicative only at this stage as responses are still being received.
9. Letters and emails raising awareness of the consultation and encouraging responses have been sent to key stakeholders including:
  - Members of Parliament and Peers;
  - Statutory partners and local authority leaders, chief executives and councillors;
  - Town and parish councils;
  - Members of the Youth Parliament;
  - Local business, commercial and industrial representatives;
  - A range of voluntary, faith and community groups across Cheshire.
10. The approach to staff consultation has been redesigned this year, with members of the service management team undertaking visits to individual teams to talk about the IRMP. Information regarding the consultation has also been communicated internally through email, the Service intranet and staff newsletters.
11. At the time of writing, 15 members of staff have responded to the consultation on the draft IRMP via an online survey. However, this has been complemented by feedback received through over fifty meetings with individual teams from departments across the organisation. Feedback from these visits has been wide ranging, encompassing both IRMP related topics and a number of other issues. Feedback and the resulting action plan regarding the wider issues will be presented separately to Members at a future date.

## **Initial Results**

12. The initial feedback continues to show the high regard in which the Service is held by residents, with 95% saying they value the organisation as a provider of local services. As with previous surveys, these views continue to be shaped largely by perception with 56% of respondents saying they had not had any contact with the Service in the past three years – in 2017 the figure was 52%.



13. Of those who had been in contact, having a Safe and Well visit was the most likely route (22%), followed by attending a station open day (10%). Of the responses received thus far, only 3% of respondents came into contact with Cheshire Fire and Rescue Service as a result of a fire or road traffic collision.
14. Overall satisfaction with the performance of Cheshire Fire and Rescue Service stood at 88%, with a further 7% stating they were neither satisfied nor dissatisfied.
15. 80% of respondents felt that the Authority's current level of precept represented value for money, with 12% disagreeing. 76% of the public indicated support for the Authority's proposal to increase its Council Tax precept by 2.99% in 2019/2020, with 12% opposed to this and 12% unsure.
16. The survey asked residents to indicate the importance they place on a number of functions that are undertaken by Cheshire Fire and Rescue Service. In all of the functions listed, a clear majority of respondents felt that it was important for the Service to carry out those activities. There were three areas where over 10% of respondents disagreed; educating people on road safety (22%), rescuing trapped animals (19%) and working with young people to prevent fires and anti-social behaviour (11%).
17. Residents were also asked whether in their opinion there were any activities that the Service should either change or stop doing or if there are any issues that the Service is not currently involved in that they believe it should be. Some responses indicated that the organisation should focus on core firefighting activities and that some aspects of prevention work should be left with other agencies. Other comments suggested that the Service should be responding to medical emergencies and incorporating dementia awareness into prevention work in the community.
18. There were some comments about the planned joint fire and police facility on the Crewe Fire Station site. These included: congestion on the road network surrounding the site; provision of staff parking; and adequacy of access to and egress from the facility.
19. At the time of writing, overall support amongst the public for the draft Plan stood at 75%, with 6% of respondents opposing the plan and a further 19% unsure.

## **Financial Implications**

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

## **Legal Implications**

21. Publication of the final IRMP for 2019-2020 by 31<sup>st</sup> March 2019 will fulfil the Authority's statutory responsibility.

## **Equality and Diversity Implications**

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

## **Environmental Implications**

23. None

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

**BACKGROUND PAPERS: DRAFT INTERGRATED RISK MANAGEMENT 2019-2020 CONSULTATION REPORT CONSIDERED BY THE FIRE AUTHORITY ON 19 SEPTEMBER 2018 – MINUTE 4 REFERS**

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE:** 12 DECEMBER 2018  
**REPORT OF:** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** DONNA LINTON

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**SUBJECT:** MEMBER DEVELOPMENT STRATEGY 2018-19

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### Purpose of Report

1. To consider the draft Member Development Strategy for 2018-19 for approval.

### Recommended: That

[1] The draft Member Development Strategy for 2018-19 be approved.

### Background

2. The Member Training and Development Group (MTDG) works with officers to develop the future direction of member development and ensures that member development programmes align with the Authority's Member Development Strategy and meet Members' and the Service's needs.
3. The Member Development Strategy sets out how the Fire Authority will further develop its elected Members to ensure that they are effective in fulfilling their roles and responsibilities. It provides a structured framework for the delivery of the Member Development and Induction Programme, future Member support and development and promotes continuous improvement.

### Information

4. The MTDG met on 17<sup>th</sup> October 2018 to consider the content and format of the draft Member Development Strategy for 2018-19.
5. The MTDG agreed that the Member Development Strategy for 2018-19 covering the period from December 2018 to June 2019 should focus on maintaining the current arrangements. Members referenced the changes that were due to Blue Light Collaboration and the May 2019 local elections.
6. A copy of the draft Member Development Strategy 2018-19 is attached to the report as Appendix 1 for Members to review.

7. The MTDG proposed that the next iteration Member Development Strategy should cover the period from June 2019 to June 2020 and would be approved by the Fire Authority at it's meeting on 19<sup>th</sup> June 2019.

## **Financial Implications**

8. The costs of implementing the Member Development Strategy will initially be met from within the existing budget. Members are asked to note that the budget has recently been reviewed as part of a Service wide departmental budget review to identify savings in light of the future funding situation. This has led to a reduction in the budget allocation for member development to bring it in line with the actual budget spent annually.
9. The Strategy should assist in ensuring that resources are used efficiently to maintain the delivery of an effective Member Development Programme that has been developed to meet Members' needs to carry out their roles and responsibilities for the Authority. The need for any additional training resources will be monitored during the year.

## **Legal Implications**

10. There are no specific legal implications arising from this report. However Member training and development is important in helping Members to make decisions that ensure the Fire Authority meets its statutory requirements.

## **Equality and Diversity Implications**

11. An Equality Impact Assessment has been completed. There are no specific Equality and Diversity implications. However Equality and Diversity Training for Members is now included in the Induction Programme for new Members to be carried out within the first 6 months of them joining the Authority and as a core module on the Member Development Programme.

## **Environmental Implications**

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

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

**BACKGROUND PAPERS: MEMBER DEVELOPMENT STRATEGY 2017-18  
APPROVED BY THE FIRE AUTHORITY ON 7<sup>TH</sup> DECEMBER 2016**



# Making Cheshire Safer

## Member Development Strategy 2018-19





**Cheshire Fire Authority  
Member Development Strategy  
2018- 2019**

**Contents**

- 1. Introduction**
- 2. Aims of the Strategy**
- 3. Key Objectives**
  - 3.1 Members Personal Development Plans**
  - 3.2 Review of Personal Development Review Process**
  - 3.3 Delivery of Member Development Programme**
  - 3.4 Delivery of Member Induction Programme**
  - 3.5 Role of Member Champions**
  - 3.5 Continuous Development**
- 4. Role of Member Training and Development Group**
- 5. Implementation and Review of the Strategy**
- 6. Outcomes**

**Appendices**

- A. Implementation Plan**

## **1. Introduction**

The Member Development Strategy provides the framework for future Member support and development and forms the basis of an effective Member Induction Programme.

The Strategy aims to make a contribution to achieving the Service's Vision and the key aims and organisational objectives of the Integrated Risk Management Plan. Members are an integral part of the progress made towards achieving the Service's Vision and it is important to ensure that Members are equipped with the skills required to fulfil this role.

The 2018-19 Strategy will continue to focus on continuous development and improvement with consideration given to review the provision in light of the impact of changes to the Authority's membership.

## **2. Aims of the Strategy**

The overall aim of the Strategy is to ensure that all Members have access and undertake adequate training and development opportunities to better enable them to fulfil their roles and responsibilities as Fire Authority Members and to engage and have an impact on their communities through this role.

### **Key aims include:**

- **Provision of a clear framework for the development of Members based upon their individual needs and the needs of the Authority as a whole;**
- **Ensuring Members have the skills and knowledge necessary to meet their needs to fulfil their roles and are fully aware of their responsibilities and accountabilities;**
- **To support the continued development of Members;**
- **To ensure a consistent approach to Member development.**

The Strategy confirms the Authority's commitment to learning and development for Members and sets out some of the main activities that will be undertaken to support Member development.

Fire Authority Members also have a responsibility to commit to undertaking training and development activities identified which will enable them to fulfil their roles and responsibilities as Fire Authority Members.

### **3. Key Objectives**

The purpose of this strategy is to ensure that all Members are trained and developed to fulfil their roles on the Fire Authority and ensure that the following objectives are met:

- **Identify and prioritise Members Training and Development Needs through Personal Development Reviews;**
- **Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members;**
- **Provision of an Annual Member Development Programme that is in line with priorities identified and within available resources;**
- **Delivery of a comprehensive and effective Induction process for new Members;**
- **Ensure that Members have the opportunity to develop specific skills in line with particular Member Champion roles; and**
- **Ensure that there is an emphasis on continuous development and improvement for Members to align with any changes to the roles and responsibilities of the Fire Authority.**

The following actions will be undertaken to assist in the implementation of the key objectives in the Strategy:

#### **3.1 Members Personal Development Plans**

All Fire Authority Members will complete an annual Personal Development Plan. This will be carried out within the Personal Development Review process.

Development needs that are identified will be prioritised and key themes that are identified will be fed into the annual Member Development Programme.

#### **3.2 Review of Members Personal Development Review Process**

A review and refresh of the process will be completed to ensure that the process remains effective for both experienced Members and new Members of the Authority.

#### **3.3 Delivery of Member Development Programme**

Members appointed to the Authority will already undertake Member Development Programmes within their own local authority. However, as a Member of the Authority, Members must undertake specific learning and development in connection with their roles on the Authority.

- **Member Training and Development Programme** – This will be drawn up based on inputs from several sources. These will include formal learning needs analysis, Members' own Personal Development Plans, suggestions



from officers/Members, budget and IRMP proposals, new legislation, central Government and local initiatives, partnership working, and other external influences. All training and development activities provided for Members will be consistent with, and support, the Authority's main priorities. The programme will be kept under review to ensure that it aligns with any specific development needs required to support the implementation of any changes introduced as part of the Fire Reform programme and the introduction of the new inspection regime for fire.

- **Members Planning Days** – The Authority holds a number of planning days each year which align with the corporate IRMP planning process to engage with Members about the future direction of the Service.
- **Monitoring** - Progress against the Strategy will be monitored by the Member Training and Development Group on a quarterly basis. The group will also review the Programme annually to ensure that it remains in line with the Authority's main priorities. Regular monitoring of the Programme will help to ensure that the changing needs of Authority Members are reflected in the Programme. The Member Training and Development Group will also ensure that activities, when proposed, meet Members' needs and are scheduled and delivered appropriately and effectively.

### **3.4 Delivery of Member Induction Programme**

The Authority is committed to ensuring that all new Members are supported when they join the Authority through an effective induction process.

The induction process will include an induction programme for new Members which will be supported by the provision of a generic information pack. This process was implemented in 2011/12 and has proved effective up to this date. Feedback from new Members who have completed the induction programme has been very positive and the programme is reviewed and, where necessary, revised on an annual basis to ensure it remains effective and appropriate.

- **Members Induction Programme** – This consist of a programme of sessions to provide an overview of Cheshire Fire and Rescue Service and the Fire Authority. Core modules for new Members such as Health & Safety and Equality & Diversity will also be included to ensure that new Members are clear on their roles and responsibilities as Fire Authority Members in these key areas.
- **Members Information Pack** – This will provide sufficient information for Members new to fire and rescue responsibilities to begin their role. It will include key contact details, information on the terms of reference and constitution for all the Authority's meetings, calendar of meetings, together with details of the various forms/declarations which Members are required to complete.
- **Buddy System** – the officer/Member Buddy system provides an alignment of elected Members to members of the Service Management Team (SMT), to provide information and support on a range of Service, policy and organisational issues. Officer buddies are available to Members for the purpose of developing their overall knowledge of fire and rescue. Where possible, buddies will provide answers to questions and queries themselves or after consulting colleagues.

### **3.5 Role of Member Champions**

One of the key outcomes of the delivery of the Member Development Strategy should be that Members possess the appropriate skills, knowledge and experience to effectively fulfil their roles and responsibilities.

Members have been appointed to Member Champion roles which have been well established and valued. It is important that Members who are appointed to these roles have the opportunity to develop specific skills in line with these roles and are provided with the support required to maximise their impact within their individual Member Champion remit. This will be factored into Members individual Personal Development Reviews.

It is also proposed that a review/refresh of current Member Champion roles is carried out on an annual basis to ensure that they still support the Authority's overarching role in the changing environment in which the Authority operates.

### **3.6 Continuous Development**

#### **Review and Evaluation of Programmes**

Member development activities need to meet the requirements of both Members and the Authority. Constant evaluation and review of the programmes offered should ensure that these requirements are being met. The Authority needs to ensure that value for money is obtained and the benefits/impacts for Members, the Authority and the community can be measured.

There are a number of processes in place to ensure that the programmes offered are reviewed and evaluated which includes:

- Each Member will be asked to complete an evaluation form in relation to the training and development that has been undertaken. These forms will be collated and monitored by Democratic Services and a synopsis of the feedback will be presented to the Member Training and Development Group as a regular agenda item. Copies are also provided for relevant officers to help inform future training and delivery requirements.
- The Personal Development Review process provides Members with the opportunity to reflect on how the training they have received has impacted upon them and their performance. Where relevant, comments can be fed back to the Member Training and Development Group.
- The Member Training and Development group receive quarterly reports on the deliver of the Member Development Programme and the implementation of the Member Development Strategy which enables them to monitor and review progress.

A Member satisfaction survey will also be carried out in 2019 to provide more in-depth feedback on the service provided to Authority Members. The results should inform future development.

#### **4. Role of Member Training and Development Group**

The Member Training and Development Group is responsible for advising the Fire Authority on the development, monitoring and evaluation of the Strategy and also ensuring that the Programme is developed in line with the Strategy.

This cross-party group comprises of four Members and one independent member and reports directly to the Authority on matters relating to Member training and development. The Group presents an annual report to the Authority in respect of Member development activities.

#### **5. Implementation and Review of the Strategy**

A report on all appropriate aspects of the Member Development Strategy and Programme will be presented to and considered by the Member Training and Development Group on an annual basis. The Group will consider the effectiveness of all aspects of the implementation of the Member Development Strategy, its requirements and the need for any modifications. Any revisions which are required will be made following this review and reported to the Fire Authority.

An implementation plan for the Strategy has been developed at Appendix 1. The implementation plan will be monitored by the Member Training and Development Group.

#### **6. Outcomes**

The successful implementation of the Strategy, should lead to the following key outcomes being achieved:

- Highly motivated, trained and developed Members;
- Members possessing the appropriate skills, knowledge and experience to effectively fulfil their roles and responsibilities for the Authority;
- Equality of opportunity in the delivery of training and development.

Outcomes will be measured through the evaluation and monitoring of both the Strategy and Programme. Members training records and Personal Development Plans will also assist in evaluating the effectiveness of the Member Development Strategy.

## Appendix 1

### Member Development – Implementation Plan

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

Objective	Key Actions	Responsible Officers	Target Date
1. Identify and prioritise Members Training and Development Needs	1.1 Complete Annual Personal Development Reviews and Development Plans for all Members	Human Resources/ Democratic Services	Feb 19
	1.2 Complete an initial Personal Development Review and check personal development plans for newly elected Members as part of the induction programme	Human Resources/ Democratic Services	June 19
	1.3 Carry out Training Needs Analysis based on outcomes of PDRs and Members PDPs and develop a programme for delivery of needs based on priorities.	Human Resources/ Democratic Services	Mar 19
2. Review and refresh the Members Personal Development Review process to ensure that it remains effective for both experienced Members and new Members	2.1 Carry out a review of the current PDR process to ensure that it remains effective for experienced and new Members.	People and Development/ Democratic Services	Ongoing
3. Provision of an Annual Member Development Programme that is in line with priorities identified and within available resources.	3.1 Develop Annual Member Development Programme which complements the training needs identified	Democratic Services Manager/Member Training and Development Group (MTDG)	Dec 18 June 19
	3.2 Review the annual programme to ensure that it aligns with any future changes introduced as part of the national Fire Reform Programme	Democratic Services Manager MTDG	June 18 June 19
	3.2 Produce a quarterly monitoring report on the delivery of the programme for submission to the Member Training and Development Group	Democratic Services Manager	2018-19 Mar June Sept Dec

<b>Objective</b>	<b>Key Actions</b>	<b>Responsible Officers</b>	<b>Target Date</b>
4. Delivery of a comprehensive and effective Induction process for new Members	4.1 Provision of Induction Programme for New Members	Democratic Services Manager	June 18 June 19
	4.2 Provision of Information Pack for New Members (on appointment to Fire Authority)	Democratic Services Manager	June 18 June 19
	4.3 Annually review the Member/Officer Buddy System to ensure it remains effective	Democratic Services Manager MTDG	Mar 19
5. Member Champions	5.1 Review current roles and maximise opportunities for Member Champions to access support networks and development opportunities in line with their specific remit	Democratic Services Manager MDTG	Mar 19
6. Continuous Development	6.1 Produce quarterly monitoring reports in respect of the Strategy's implementation plan for MTDG	Democratic Services Manager	2019 Mar June Oct Dec
	6.2 Present an annual report on Member Development activities to the Fire Authority	Democratic Services Manager MTDG	Jun 19
	6.3 Carry out an annual review of Member Development Strategy	Democratic Services Manager MTDG	Oct 18
	6.4 Carry out a Member satisfaction survey to provide more in-depth feedback on the service provided to Fire Authority Members and inform future development	Democratic Services/ Communications MTDG	Mar 19

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE :** 12<sup>TH</sup> DECEMBER 2018  
**REPORT OF :** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** DONNA LINTON

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**SUBJECT :** MEMBER DEVELOPMENT PROGRAMME

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### **Purpose of Report**

1. To update Members about the Member Development Programme.

### **Recommended: That**

- [1] The approach to Member development be noted.

### **Background**

2. The Member Development Programme 2018-19 which incorporates the Member induction was settled by the Member Training and Development Group.
3. Following the local Elections in May 2018 three new Members are currently undertaking Member induction.

### **Member Development Programme**

4. The Member Development Programme 2018-19 covers the generic training and development sessions for all Members as well as the induction programme for new Members. It is attached as Appendix 1 to the report.
5. There were some new development needs requested by a number of Members in 2017-18 which are seen as being relevant for all Fire Authority Members such as social media and generic IT skills.
6. The Chief Fire Officer and Chief Executive with the support of the Member Champion for Member Training and Development wanted to ensure that the portfolio for Member Training and Development was broad and meaningful going forward and asked for a number of additional Member training and development sessions to be delivered.

### **Member Development Programme for 2019-20**

7. It is the intention to refresh the Member Development Programme for 2019-20 to include more interactive training and development sessions as requested by Members.

8. The new Member induction for 2019-20 will also be refreshed to include a session hosted by the Chief Fire Officer and Chief Executive and his Service Management Team to explain the strategic direction of the Service including information on the budget setting and IRMP processes.
9. It is proposed that the Member Development Programme for 2019-20 would be considered by the Fire Authority at its meeting on 19<sup>th</sup> June 2019.

### **Financial Implications**

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

### **Legal Implications**

11. There are no specific legal implications from this report. However Member training will assist Members to make decisions that ensure the Fire Authority meets its statutory requirements.

### **Equality & Diversity Implications**

12. There are no specific Equality & Diversity implications. However Equality and Diversity Training for Members is now included in the Induction Programme for new Members to be carried out, where practicable, within the first 6 months of them joining the Authority and as a core module on the Member Development Programme.

### **Environmental Implications**

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

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

**BACKGROUND INFORMATION: MEMBER DEVELOPMENT STRATEGY 2018-19 AS DETAILED ON THE AGENDA.**






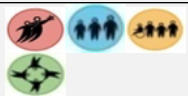

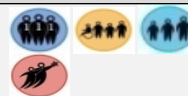







# MEMBER DEVELOPMENT PROGRAMME 2018/19










## MEMBERS DEVELOPMENT PROGRAMME 2018/2019

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINK TO CORE VALUES
<b>2018</b>					
1 June	Induction Session 1	Core Functions of the Fire Authority Fire Authority Constitution Induction Pack Briefing on CFA Annual meeting	To provide an overview of the roles and responsibilities of the Fire Authority and to brief new Members in preparation for the annual Fire Authority meeting.	For New Independent Members	
13 June	Induction Session 1	Core Functions of the Fire Authority Fire Authority Constitution Induction Pack Briefing on CFA Annual meeting	To provide an overview of the roles and responsibilities of the Fire Authority and to brief new Members in preparation for the annual Fire Authority meeting.	For New Members	
20 June	Induction Session 2	Welcome and Overview of Cheshire Introduction to the Authority's Corporate Planning Process and Five Year Strategy Tour of HQ	On rise of CFA AGM: To provide an overview of the organisation and the Authority for New Members and set the scene for the first Members Planning Day session.	For New Members (Existing Member invited to attend)	
13 July	Planning Day	Overview of CFRS and explanation of the IRMP including timescales for consultation and reporting	To engage with Members on the development of the future direction of the Service	All Member event 20 Members in attendance	

DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINK TO CORE VALUES
28 August	Visit	Safety Central Learning Centre	To visit the purpose built facility dedicated to public safety – to learn how to stay safe by experiencing a range of hazards in realistic learning zones that simulate the environments in which injury and harm are most likely to occur	All Member event 3 Members in attendance	
5 Sept	Induction Session 3	Risk Management	On the rise of the Performance and Overview Committee. To provide an overview of the Risk Management Structure	All Member event 11 Members in attendance	
7 Sept	Planning Day	Overview of CFRS in context and envisaging the future moving forward	To refine the action plan for IRMP 16 2019/2020 and to agree Bold Initiatives and Whole Service Review parameters	All Member event 18 Members in attendance	
12 Sept & 11 October	Visit	North West Fire Control	To visit North West Fire Control including a presentation on the work undertaken, demonstration and tour of the building	All Member event 9 Members in attendance in September 3 Members in attendance in October	
19 September	Induction Session 4	Finance: Budget Setting and Treasury Management	On the rise of CFA To provide an overview of the Authority's financial arrangements and requirements and the national and regional structures in relation to Fire.	All Member event 9 Members in attendance	
3 October	Visit	A Day in the Life of a Firefighter	To include both a practical and hands-on experience of:- - Breathing Apparatus - Road Traffic Collision - Incident Command	All Member event 9 Members in attendance	

5 November	Staff Event	Step-up Development Programme	'Lunch Launch' including International Guest Speaker Guest Speaker cancelled on the day	All Member event 2 Members in attendance	
DATE	EVENT	SUBJECT	OBJECTIVE	NOTES	LINK TO CORE VALUES
9 November	Planning Day	Budget 2019/20 IRMP 16	To provide an update on the IRMP Consultation and Budget Update	All Member event 21 Members in attendance	
17 December	IT	Microsoft Excel Induction Course	At the end of this course you will be able to: Get started with Excel 2013 Create a basic worksheet Modify a workbook Use formulas and functions Format an Excel worksheet Manage worksheets and workbooks Set up printing options	All Member invited to attend	
<b>2019</b>					
11 January	Planning Day	Budget 2019/20 IRMP16 Consultation Feedback	Presentation on the Medium Term Financial Plan including business cases and budget bids for growth and efficiency items. Draft Capital programme and reserve position and IRMP Update	All Member event	
12 February	LGA	Diversity and Inclusion	To promote inclusivity and the recruitment, retention and development of a diverse workforce within fire and rescue services	All Member event	
February (date to be confirmed)	Induction Session 5	Social Media	To provide a refresh of the Social Media Policy and how Social Media is used to communicate with the local communities	All Member event	

March (date to be confirmed)	Induction Session 6	Generic IT skills	To provide a refresh of the generic IT skills	All Member event	
<b>Delivering Our Promises</b>		<b>Aiming for Excellence</b>		<b>Promoting Equality and Diversity</b>	
<b>Putting Customers First</b>		<b>Developing and Respecting Our People</b>		<b>Working Together</b>	

**Other Events/Training Sessions available for 2018/19:**

**Fire Service College Visits:** Members who have not yet attended a Fire College visit and Members who have identified FSC day visit on their personal development plans will be invited to the next batch of Fire College weekends in 2019

**Road Safety: Think Drive Survive Courses/Driver Engagement Days:** These road safety events are scheduled throughout the year and all Members are invited to attend as part of their own training/ development. The dates for 2018/19 courses are available on request and Members are asked to contact Democratic Services if they wish to attend one of the courses.

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

<u>Training/Development from Personal Development Reviews :</u>	<u>Training/Development associated with Committees</u>
<p><b>To be included in the MD programme for 2018/19 (brought forward from 2017/18):</b></p> <p>Fire Service Reform: Understanding and preparing for the new Inspection regime            Communications – Social Media training            Generic IT skills – Ipads, access to intranet</p> <p><b><u>Training/Development associated with Member Champion Roles</u></b></p> <p>Pensions Board – Role and Responsibilities (Taken Place 13 November 2018)</p>	<p>Dates to be arranged as part of the Committee timetable where possible:-</p> <p><b>Governance and Constitution Committee</b>            Seminar Corporate Governance issues</p> <p><b>Performance &amp; Overview Committee</b>            Seminar Scrutiny Role</p> <p><b>Brigade Manager Pay and Performance Committee</b>            Briefings Appraisal System – Cheshire Fire            Recruitment &amp; Selection Processes            (held prior to meetings, as required)</p>

Note: Democratic Services will liaise directly with individual Members in respect of the delivery of training identified on the Personal Development Plans which will include national and regional training sessions where appropriate

**Joint Consultative Committee**

Briefings

Role of JCC

Trade Union Protocol

(held prior to meetings, as required)

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** CHESHIRE FIRE AUTHORITY  
**DATE:** 12<sup>TH</sup> DECEMBER 2018  
**REPORT OF:** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** DONNA LINTON

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**SUBJECT:** PROGRAMME OF MEMBER MEETINGS 2019-20

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### Purpose of Report

1. To provide details of the proposed programme of Member meetings for 2019-20. Once approved a booklet with all Member meeting dates will be published and distributed to Members.

### Recommended: That

- [1] The programme of Member meetings for 2019-20 (attached as Appendix 1) be approved.

### Background

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

### Information

#### Frequency/Scheduling of Meetings

##### 2019-20 Programme of Member Meetings

3. The 2019-20 Programme of Member meetings (attached as Appendix 1 to this report) involves the same frequency as the current municipal year and includes meetings scheduled to tie in with the relevant dates for budgetary and other key decisions. Most meetings are scheduled to be held on Wednesday mornings.
4. The programme includes dates for a number of additional Member meetings including the Members' Planning Days.

### Consultation

5. Consultation has taken place with relevant officers to ensure that the dates align with the budgetary and key decision dates. Consideration has also been given to other corporate planning and IRMP action plan timelines for 2019-20, where possible.

6. Constituent authorities will be setting their timetable of meetings early in the New Year and copies of the Fire Authority's approved programme will be submitted to each authority to inform them of the Authority's arrangements.

### **Financial Implications**

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

### **Legal Implications**

8. The Authority is required to give public notice of its meetings and ensure that committee papers are published within certain timescales in order to fulfil its legal requirements.

### **Equality and Diversity Implications**

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

### **Environmental Implications**

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

**CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD  
TEL [01606] 868804  
BACKGROUND PAPERS: NONE**



**PROGRAMME OF MEETINGS FOR THE MUNICIPAL YEAR 2019-20**

<b>Cheshire Fire Authority (Wednesday at 10:30am)</b>	<b>Governance &amp; Constitution Committee (Wednesday at 10:30am)</b>	<b>Performance and Overview Committee (Wednesday at 10:30am)</b>	<b>Staffing Committee dates (Wednesday at 12pm)</b>
<b>19 June 2019</b> (Annual meeting)	<b>3 July 2019</b>	<b>10 July 2019</b> (Q4 – End of Year Reports)	
<b>24 July 2019</b> (Sign off final accounts)			
<b>18 September 2019</b> (Annual report) (IRMP Consultation)		<b>4 September 2019</b> (Q1 Performance Report)	<b>23 October 2019</b>
<b>11 December 2019</b> (Consider outline budget)	<b>13 November 2019</b>	<b>27 November 2019</b> (Q2 Mid Year Performance Report)	
<b>12 February 2020</b> (Approve final budget & IRMP sign-off)	<b>29 January 2020</b>	<b>26 February 2020</b> (Q3 Performance Report)	<b>25 March 2020</b>
<b>22 April 2020</b>	<b>1 April 2020</b>		

## ADDITIONAL MEMBER MEETINGS

### **BM Pay & Performance Committee dates: 10am – 12pm**

CFO Interim Appraisal:

Wednesday 23 October 2019

BM Pay Review:

Wednesday 15 January 2020

CFO Appraisal:

Wednesday 25 March 2020

### **Pension Board: 2pm – 4pm**

Wednesday 2 October 2019

Wednesday 18 March 2020

### **Closure of Accounts (pm):**

Wednesday 27 May 2020

### **Risk Management Board: 10am – 12pm**

Tuesday 15 October 2019

Tuesday 17 March 2020

### **Member Training and Development Group: 10am – 12pm**

Thursday 4 July 2019

Thursday 3 October 2019

Thursday 12 December 2019

Thursday 19 March 2020

### **Member Planning Days:**

Friday 12 July 2019

Friday 26 July 2019

Friday 6 September 2019

Friday 8 November 2019

Friday 10 January 2020

**NB:** Currently the Estates and Property Committee does not have a schedule of meetings. Meetings are arranged after consultation with the Chair of the Committee to align with relevant decisions that are required.