



**Wednesday,
13 February 2019
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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The Agenda is usually divided into two parts. Members of the public are allowed to stay for the first part. When the Authority is ready to deal with the second part you will be asked to leave the meeting room, because the business to be discussed will be of a confidential nature, for example, dealing with individual people and contracts.

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**MEETING OF THE FIRE AUTHORITY
WEDNESDAY, 13 FEBRUARY 2019**

Time : 10.30 am

Lecture Theatre - Sadler Road, Winsford, Cheshire

AGENDA

PART 1 - BUSINESS TO BE DISCUSSED IN PUBLIC

1 PROCEDURAL MATTERS

1A Recording of Meeting

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

1B Apologies for Absence

1C Chair's Announcements

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

1D Declaration of Members' Interests

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

1E Questions from Members of the Public

To receive an questions submitted, in accordance with procedure rules 4.47 to 4.54 by members of the public within the area covered by the Fire Authority.

1F Minutes of the Fire Authority

(Pages 1 - 8)

1G Minutes of the Estates and Property Committee

(Pages 9 - 12)

To receive, for information, the minutes of the Estates and Property Committee meeting held on 14th December 2018

1H Minutes of the Brigade Managers' Pay and Performance Committee

(Pages 13 - 16)

To receive, for information, the minutes of the Brigade Managers' Pay and Performance Committee meeting held on 16th January 2019

1I Notes of the Member Training and Development Group

(Pages 17 - 20)

To receive, for information, the notes of the Member Training and Development Group meeting held on 5th December 2018

ITEMS REQUIRING DISCUSSION / DECISION

- | | | |
|-----------|---|--------------------------|
| 2 | Draft 2019-20 Budget, Council Tax Precept and Medium Term Financial Plan 2019-22 | (Pages 21 - 58) |
| 3 | Treasury Management Strategy 2019-20 | (Pages 59 - 82) |
| 4 | Integrated Risk Management Plan 2019-20 (IRMP 16) | (Pages 83 - 192) |
| 5 | HMICFRS Inspection Report | (Pages 193 - 200) |
| 6 | New Brigade Manager Structure | (Pages 201 - 212) |
| 7 | Pay Policy Statement 2019-20 | (Pages 213 - 222) |
| 8 | People Strategy 2019-22 | (Pages 223 - 250) |
| 9 | Delegation of Powers to the Chief Fire Officer and Chief Executive | (Pages 251 - 254) |
| 10 | Joint use of Frodsham Fire Station by Cheshire Constabulary | (Pages 255 - 260) |
| 11 | Exclusion of Press and Public | (Pages 261 - 262) |

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE

- | | | |
|-----------|---|--------------------------|
| 12 | Land at Holmes Chapel Fire Station | (Pages 263 - 270) |
|-----------|---|--------------------------|

MINUTES OF THE MEETING OF THE FIRE AUTHORITY held on Wednesday, 12 December 2018 at Lecture Theatre - Sadler Road, Winsford, Cheshire at 10.30 am

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

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies for absence were received from Councillor M Barker and Police and Crime Commissioner, David Keane.

C Chair's Announcements

The Chair advised that former firefighter John Pugh had sadly passed away on 6th October 2018, aged 68. John joined the Fire Service in August 1978, serving at Ellesmere Port and Stockton Heath Fire Stations before becoming a Targeted Youth Support Leader. He was most recently an Early Intervention Advocate on secondment to Cheshire West and Chester Council.

A minute's silence was observed at the meeting.

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

Members were shown a DVD which provided a review of this year's major events and achievements.

D Declaration of Members' Interests

There were no declarations of Members' interest.

E Minutes of Fire Authority

RESOLVED: That

the minutes of the Fire Authority meeting held on Wednesday 19th September 2018 be approved as a correct record.

F Minutes Brigade Managers' Pay and Performance Committee

RESOLVED: That

the minutes of the Brigade Managers' Pay and Performance Committee held on Wednesday 31st October 2018 be confirmed as a correct record.

G Minutes Staffing Committee

RESOLVED: That

the minutes of the Staffing Committee held on Wednesday 31st October 2018 be confirmed as a correct record.

H Minutes Governance and Constitution Committee

RESOLVED: That

the minutes of the Governance and Constitution Committee held on Wednesday 14th November 2018 be confirmed as a correct record.

I Minutes Performance and Overview Committee

RESOLVED: That

the minutes of the Performance and Overview Committee held on Wednesday 28th November 2018 be confirmed as a correct record.

J Notes Risk Management Board

RESOLVED: That

the notes of the Risk Management Board held on Tuesday 16th October 2018 be confirmed as a correct record.

K Notes Member Training and Development Group

RESOLVED: That

the notes of the Member Training and Development Group held on Wednesday 17th October 2018 be confirmed as a correct record.

L Notes Local Pension Board - Firefighters Pension Scheme

RESOLVED: That

the notes of the Local Pension Board held on Thursday 22nd November 2018 be confirmed as a correct record.

2 2019-20 DRAFT BUDGET AND MEDIUM FINANCIAL PLAN

Consideration was given to a report of the Treasurer which detailed the progress made in preparing a draft revenue budget for 2019-20.

The Authority was required to approve an annual budget and set a council tax precept at its meeting on 13th February 2019. In order to make those decisions the Authority would consider a report that contained all relevant factors including the likely impact of policy options, the level of resources available, the financial pressures and the demands on the service. At the present time there were still a number of uncertainties particularly in respect of funding. The Local Government Finance Settlement was due to be announced on 6th December but had been delayed and was now expected during week commencing 10th December 2018. In the period to February 2019 the funding position would be finalised upon receipt of:

- Confirmation of the Local Government Finance Settlement, including the Council Tax Increase Referendum Principles;
- Determination of council tax bases by District/Unitary Councils;
- Determination of business rates income position and the share attributable to the Authority, by District/Unitary Councils;
- Notification of Collection Fund surplus/deficit position and the share attributable to the Authority.

Members were advised that the revenue budget for 2019-20 would need to include sufficient amounts to meet the costs of pay awards and price inflation.

There was considerable uncertainty about the funding position for the period from April 2020 and this would only become clearer once the Government had completed the 2019 Spending Review and published the results in the autumn of 2019. At the present time, for the purposes of planning for the four year period from April 2020, assumptions had been made about the level of funding and about the potential costs increases that may be faced by the Authority.

Based on the broad assumptions detailed with the report, the current forecasts suggested that the Authority would need to make cumulative savings of about £3.3m between April 2020 and March 2024. Notwithstanding the uncertainties, the Authority was likely to be required to make significant reductions in expenditure for the foreseeable future. The Whole Service Review and other work that was being led by the Chief Fire Officer and Chief Executive would be fundamental to matching service requirements with resources.

RESOLVED: That

- [1] the report and information relating to the 2019-20 revenue budget process be noted.**

3 TREASURY MANAGEMENT - MID YEAR REPORT 2018-19

Consideration was given to a report of the Head of Finance which provided an update on performance against the Authority's Treasury Management Strategy.

Members were advised that the Authority continued 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 building projects. The Authority continued with a cautious approach to its choice of counterparties, the Authority's investments were with Aberdeen Standard Liquidity Money Market Fund, Bank of Scotland, Santander, Goldman Sachs and Barclays.

The Authority had a loan portfolio of £1.892m at 31st October 2018 and there was currently a further requirement to borrow to finance the capital programme from 2018-19 onwards. The table detailed at paragraph 15 of the report forecasted an initial borrowing requirement of around £11m between now and 2020-21 to fund the Training Centre project. The timing of the borrowing needed to be balanced carefully between capital expenditure timescales and prevailing and forecast market rates that would be kept under close review throughout the remainder of 2018-19 and 2019-20.

RESOLVED: That:

[1] the Treasury Management – Mid Year Report 2018-19 be noted; and

[2] the requirement to borrow in line with the previous approval for the Training Centre be noted.

4 AUDIT PROGRESS REPORT AND SECTOR UPDATE

Ged Small, Engagement Manager for Grant Thornton (the External Auditor) introduced the report which included a summary of emerging national issues and developments that may be relevant to the Fire Authority. The report also included the proposed Audit deliverable dates for 2018-19.

A Member made reference to the challenges which the Adult Social Care Sector faced and how the fire service worked closely with the four local authorities to support Adult Social Care.

RESOLVED: That

[1] the Audit Progress Report and Sector update for the year ended 31st March 2019 be noted.

5 MEMBERS' ALLOWANCES SCHEME 2019-20

Consideration was given to a report of the Director of Governance and Commissioning which enabled Members to determine the Members' Allowance Scheme for 2019-20 and whether to apply an increase to the Members' Allowances in line with any National Joint Council for Local Government Services (NJC) pay award.

The Authority agreed not to apply the uplift for 2019-20.

RESOLVED: That

- [1] **the Members' Allowance Scheme for 2019-20, as detailed at Appendix 1 of the report, be approved with the uplift at paragraph 11 of the Scheme removed.**

6 DRAFT INTEGRATED RISK MANAGEMENT PLAN 2019-20 (IRMP 16) - INITIAL FEEDBACK

Consideration was given to a report of the Chief Fire Officer and Chief Executive which provided Members with the initial feedback on the consultation programme that was being carried out into 'Making Cheshire Safer' – the Authority's draft annual action plan for 2019-20 (IRMP 16). The consultation programme was due to conclude on 4th January 2019 and the information contained within the report was based on views and comments received up to 30th November 2018.

The consultation programme involved 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 was expected that the final response level would be sufficient to provide a significant degree of confidence in the results of around +/- 5%.

The Chief Fire Officer and Chief Executive advised that this year as part of the consultation process the Service Management Team had, between them, visited each team across the Service. The meetings had been well received by staff and it was the intention to follow a similar process each year.

The report highlighted 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 13th February 2019.

Members welcomed the report and the success of the consultation process to date.

A Member made reference to the comments raised during the consultation about the planned joint fire and police facility on the Crewe Fire Station site, specifically the congestion on the road network, provision of staffing parking and adequacy of access to and egress from the facility. In response, the Chief Fire Officer and Chief Executive confirmed that these issues would need to be resolved during the planning process. The proposed plans would be discussed in further detail at a future Member Planning Session prior to planning permission being sought.

RESOLVED: That

- [1] **the interim feedback on the consultation programme for the draft 2019-2020 Integrated Risk Management Plan be noted.**

7 MEMBER DEVELOPMENT STRATEGY 2018-19

Consideration was given to a report of the Director of Governance and Commissioning which sought approval of the draft Member Development Strategy for 2018-19.

The Member Development Strategy sets out how the Fire Authority aims to 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.

RESOLVED: That:

[1] the Member Development Strategy 2018-19 be approved.

8 MEMBER DEVELOPMENT PROGRAMME

Consideration was given to a report of the Director of Governance and Commissioning which updated Members about the Member Development Programme.

The report contained a review of the Member development activities for 2018-19 which included a summary of the delivery of the Member Development Programme to date. It was the intention to refresh the Member Development Programme for 2019-20 to include more interactive training and development sessions as requested by Members.

Cllr Flude, Chair of the Member Training and Development Group thanked all Members of the Fire Authority for their attendance and contributions to the Authority's Member Development Programme throughout the year.

RESOLVED: That

[1] the 2018-19 Member Development Programme (attached as Appendix 1 to the report) be noted; and

[2] the review of Member Development activities for 2019-20 be noted.

9 PROGRAMME OF MEMBER MEETINGS 2019-20

Consideration was given to a report of the Director of Governance and Commissioning which included the proposed programme of Member meetings for 2018-19 for approval.

Meetings involved the same frequency as the current municipal year and included meetings scheduled to tie in with the relevant dates for budgetary and other key decisions. Most meetings were scheduled to be held on Wednesday mornings.

RESOLVED: That

- [1] the programme of meetings for 2019-20 (attached at Appendix 1 to the report) be approved.**

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MINUTES OF THE MEETING OF THE ESTATES AND PROPERTY COMMITTEE held on Friday, 14 December 2018 at Leadership Team Conference Room - Clemonds Hey at 10.00 am

PRESENT: Councillors J Mercer (Chair), T Sherlock, S Nelson, G Merry, D Mahon, E Johnson and Barnett and independent (non-elected) member D Barnett

1 PROCEDURAL MATTERS

A Recording of Meeting

Members were reminded that the meeting would be audio recorded.

B Apologies for absence

Apologies for absence were received from independent member Mrs L Thomson.

C Declarations of Members' Interests

There were no declarations of Members' interest.

D Minutes of the Estates and Property Committee

RESOLVED:

That the minutes of the Estates and Property Committee held on 5th July 2018 be confirmed as a correct record.

2 FIRE STATION MODERNISATION PROGRAMME - DELIVERY SCHEDULE

The Director of Governance and Commissioning introduced the report, which informed Members about the development of the fire station modernisation programme and sought approval for the proposed delivery schedule.

He informed Members that progress had been made by the programme team and a quick route to market had been identified by the Joint Procurement Team. Initial works at Bollington and Tarporley would involve using a local company.

He referenced the 'Corporate Image Upgrade' document that had been received by Members a couple of months prior. The document included a range of options that had been prepared involving a variety of treatments to upgrade the external appearance of a fire station, with indicative costs. It had become apparent that updating the external appearance of all of the fire stations would be too costly and beyond the budget that had been allocated. He advised Members that a more cost effective option would be to focus external upgrade work on fire stations that were in more prominent locations. In addition, it would be possible to create a corporate element to be used at all fire stations. Members were advised that the initial design and costings were expected to be received by officers at the end of the month.

The Group Manager for Blue Light Collaboration informed Members of the recent visits made to Bollington and Tarporley Fire Stations to discuss the condition surveys. He explained that the feedback received from the staff on station had helped to identify issues that would not have been apparent to the person carrying out the condition survey.

A Member queried if solar panels could be considered for each of the stations. The Joint Head of Estates and Facilities advised that once the initial costings were received, officers would be in a better position to advise what could be achieved within the available budget.

The Director of Governance and Commissioning drew Members attention to the proposed delivery schedule detailed in Appendix 1 to the report. A Member queried if the work at Bollington and Tarporley was on target to complete by April 2019. The Joint Head of Estates and Facilities confirmed that work was scheduled to commence on the two stations mid February and was expected to complete by April 2019.

The Director of Governance and Commissioning asked Members what level of engagement would be preferred once the costings had been confirmed. Members indicated that they would be happy with written updates.

A Member queried if female staff on station were happy with gender-neutral pods. The Group Manager for Blue Light Collaboration advised that there had been a mixed response. He advised that the Equality and Inclusion Officer had been engaged in the development of elements of the programme and would continue to influence the approach to equality and diversity issues at specific sites as the programme progresses.

RESOLVED: That

[1] progress with the development of the fire station modernisation programme be noted;

[2] the delivery schedule for the fire station modernisation programme be agreed

3 RUNCORN FIRE STATION MODERNISATION

The Director of Governance and Commissioning introduced the report, which provided Members with a range of options for the modernisation of Runcorn Fire Station. He explained that whilst Runcorn had been selected fairly randomly, the work had proved invaluable in helping officers preparing elements of the programme.

He informed Members that it would cost circa £550k to modernise and circa £1.1m - £1.35m to remodel. He advised Members that it appeared preferable to remodel the fire stations provided the cost could be contained within the budget.

The Group Manager for Blue Light Collaboration provided Members with an

overview of each of the options provided by officers. He drew Members attention to Appendix 3 to the report, which contained the indicative costings and beneficial and negative aspects for each of the options.

The Head of Estates and Facilities highlighted that a benefit of option 2 would be the separation of public and staff use, which would improve the overall security of the station.

A Member expressed their preferred option being option number 2 but highlighted that a number of small changes be made, including the resizing and repositioning of the restrooms and kitchen area. The Director of Governance and Commissioning advised Members that officers would provide Members with an updated view of the remodelling in due course.

RESOLVED: That

- [1] progress to-date be noted;**
- [2] the preferred approach at Runcorn would be remodelling;**
- [3] an update about remodelling be provided in due course once there was greater certainty about the overall programme.**

4 TRAINING AND DEVELOPMENT NEEDS

Following a request made by the Members Training and Development Group, the Members of Estates and Property Committee were asked if any specific training needs had been identified.

Members discussed the individual training needs of the committee and it was agreed that visits to the stations and procurement training would be useful.

RESOLVED: That

- [1] Members of the Estates and Property Committee receive procurement training and be offered the opportunity to visit Fire Stations.**

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MINUTES OF THE MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE held on Wednesday, 16 January 2019 at Conference Room - Clemonds Hey, Cheshire at 10.00 am

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

1 PROCEDURAL MATTERS

A Apologies for Absence

Apologies for absence were received from Councillors E Johnson and G Merry.

B Declaration of Members' Interests

There were no declarations of Members' Interest.

C Minutes of the last meeting

That the minutes of the Brigade Managers' Pay and Performance Committee held on 31st October 2018 be confirmed as a correct record.

2 BRIGADE MANAGER STRUCTURE PILOT

Consideration was given to a report of the Chief Fire Officer and Chief Executive which provided information about the pilot of the temporary Brigade Manager structure and sought Members support for the introduction of a new Brigade Manager structure that would increase the resilience, capacity and visibility of senior officers.

Members were reminded that in recognition of the need to have a sustainable Brigade Manager structure with sufficient capacity to lead effectively whilst supporting the initial development and settling in of a new Chief Fire Officer and Chief Executive (CFO), the Fire Authority agreed to pilot a revised Brigade Manager structure for a period of six months. An internal recruitment process was undertaken and two substantive Area Managers were appointed into two temporary Assistant Chief Fire Officer (ACFO) posts for the duration of the pilot which ran from 1st July.

On evaluating the pilot it was clear that the new structure had fulfilled the design principles and had seen a significant improvement in the ability of the Brigade Managers to apply sufficient time and focus on their areas of responsibility. The new structure had also enabled significant progress to be made in addressing the challenge and stated problem of staff engagement, visibility and accessibility. As part of the evaluation of the pilot and prior to submitting the report to Members, wider research was carried out to understand and compare the brigade management structures within other fire and rescue services. A summary of this research which was conducted by an independent HR consultant was detailed at Appendix A of the report.

Members made reference to the success of the pilot and felt that the Brigade Manager structure should be continued to ensure that operational resilience was in place across Cheshire and to assist with the increased workloads and competing demands on brigade managers' time.

RESOLVED: That

[1] The proposed new brigade manager structure, as detailed at figure 1 paragraph 8 of the report, be recommended for approval and a report be submitted to the next meeting of the Fire Authority on 13th February 2019.

[2] Subject to the approval of the new brigade manager structure by the Fire Authority, the proposed selection process for the permanent recruitment of two Assistant Chief Fire Assistants as detailed in paragraphs 14 and 15 of the report, be noted.

3 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That

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

Item 4

2019 Principal Officer Remuneration Review

Paragraph

(1) Information relating to any individual

4 2019 PRINCIPAL OFFICER REMUNERATION REVIEW

The Independent HR consultant presented his report to Members which provided high level background to the remuneration context and details of the process to be followed in the 2019 Brigade Manager remuneration review.

The Independent HR consultant informed Members that there was a contractual requirement to review the remuneration arrangements of the Chief Executive/Head of Paid Service in the role of 'Chief Fire Officer' and its other Principal Officers (Brigade Managers) under the two track approach to pay and conditions, defined in paragraphs 10 and 11 of the 'NJC for Brigade Managers of Local Fire and Rescue Services; Constitution and Schemes and Conditions of Service' (the Gold Book).

Members had previously agreed to review remuneration levels of Brigade Managers annually to ensure that the packages reflected current market factors and were set

at a fair and appropriate rate.

The HR consultant presented a series of datasets and analysis to Members at the meeting and also provided a detailed presentation in respect of the review which included details of background research regarding the remuneration packages of Principal Officers in the UK.

RESOLVED: That

- [1] There will be no change to the base pay structure for the Chief Fire Officer and other Principal Officers (Brigade Managers) based on this years review;**
- [2] Under the two track approach no local award be given to increase base salaries for 2019; and**
- [3] Members noted the good performance of the Chief Fire Officer and Chief Executive and temporary Assistant Chief Fire Officers and were pleased with the progress made to date. Specific achievements would be further considered at the Brigade Managers' Pay and Performance Committee on 15th January 2020.**

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MINUTES OF THE MEETING OF THE MEMBER TRAINING AND DEVELOPMENT GROUP held on Wednesday, 5 December 2018 at Meeting Room 1 - Fire and Rescue Service Headquarters at 10.00 am

PRESENT: Councillors D Flude (Chair), D Beckett, B Dooley, S Parker, M Simon and independent (non-elected) member L Thomson

1 APOLOGIES

There were no apologies for absence received.

2 NOTES FROM THE PREVIOUS MEETING

RESOLVED That:

[1] The notes of the meeting held on 17th October 2018 be approved as a correct record.

3 MEMBER DEVELOPMENT STRATEGY 2018-19 - QUARTERLY MONITORING

The Governance and Corporate Planning Manager (G&CPM) presented the report on the Member Development Strategy 2018-19 Implementation Plan to update Members for the quarter.

The Member Development Strategy was due to be approved by the Fire Authority at its meeting on 12th December 2018. It was proposed that the implementation and review of the Strategy would be monitored by the Member Training and Development Group.

Objective 2 – Review and Refresh Member’s Personal Development Review Outcomes from the Personal Development Reviews were attached to the agenda (Item 5) for discussion.

Objective 3 – Provision of Annual Member Development Programme A draft programme for 2018-19 was attached to the agenda (Item 4) for discussion.

Objective 6 – Continuous Development Feedback from both the Chief Fire Officer’s one to one meetings with Members and Member Development Reviews was considered. A refreshed Member Development Plan would be created for 2019-20. Member Champion roles were to be reviewed.

Members acknowledged that most of the actions for the Implementation Plan were complete and accepted the report as already drafted.

RESOLVED That:

[1] the Member Development Strategy 2018-19 Implementation Plan: Quarterly Monitoring report be noted.

4 MEMBER DEVELOPMENT PLAN 2018-19 - QUARTERLY MONITORING

The G&CPM presented a quarterly monitoring report on the Member Development Programme for 2018-19 for Members to review prior to it being submitted to the Authority on 12 December 2018, for approval.

At the last meeting of the working group, Members agreed the Member Induction Programme had been well received by new Members.

The G&CPM stated that going forward, the Chief Fire Officer and Chief Executive would be arranging for new Members to meet with the service management team and participate in more interactive workshop style induction sessions. Members were assured that an update on the induction programme would be provided at a future meeting for 2019/20.

RESOLVED That:

[1] the progress on the delivery of the 2018-19 Member Development Plan be noted.

5 OUTCOMES FROM THE PERSONAL DEVELOPMENT REVIEWS

The G&CPM discussed the outcomes from the Member Personal Development Reviews for 2018 that were presented at the meeting with the Leadership Development Advisor. Members reviewed the report produced by the Leadership Development Advisor which gave an overview of the general feedback from the one to one meetings with Members.

The Member Personal Development Review process commenced in January 2018 and continued across the year. The G&CPM stated going forward, that all Members would commence their Personal Development Reviews in July and that the Leadership Development Advisor would have them completed by September.

All Members were offered the opportunity to meet with the Leadership Development Advisor for an individual face-to-face meeting or telephone discussion, which 22 Members accepted. Members felt it was important for new Members to meet with the Leadership Development Advisor in person rather than by a telephone call.

RESOLVED That:

[1] the outcomes from the Personal Development Review 2018 be noted.

6 SOCIAL MEDIA POLICY

The G&CPM delivered the report on the draft social media guidance for Members that was initially presented to the Governance and Constitution Committee meeting held on 14th November 2018. Members were asked for their comment prior to further consultation with a wider audience.

Members expressed the importance of an understanding of data protection regulations such as GDPR. In order to ensure new Members understood data protection requirements, it was suggested that training should be made available to all Members on GDPR.

It was also suggested by Members that there was a need for social media training for Members who may require it. The G&CPM assured Members this would be drafted into the Member Development Programme and would be facilitated by corporate communications.

RESOLVED That:

[1] Members comments be noted and taken into account as the policy is finalised.

7 NORTH WEST EMPLOYERS - MEMBER DEVELOPMENT LEVEL 1 REVIEW UPDATE

The G&CPM discussed the feedback given from the meeting with North West Employers representatives in relation to Cheshire Fire and Rescue's Level 1 Review for Elected Member Development.

The G&CPM explained to Members how the Level 1 Review had already been completed in 2014 and was due to be reviewed every 3 years to maintain the Service's Level 1 accreditation. The G&CPM aimed to have the Service's Level 1 Review application complete and submitted by March 2019.

Members were asked to review how the current Member Development Programme and Strategy met the six objectives within the North West Elected Member Development Charter Level 1 Review. Members agreed that the current programme and strategy already met the criteria and that they would gladly assist where possible during the application process.

Members asked whether there were any financial implications associated with the Level 1 Review. The G&CPM assured Members there were no additional costs other than officer time, as the Service already had membership with North West Employers. She further explained that training was mostly provided in-house and therefore its costs are minimal. However, funding is available for Member training and development.

RESOLVED That:

[1] the feedback from the meeting with North West Employers be noted.

8 DRAFT MEMBER TRAINING AND DEVELOPMENT WORK PROGRAMME 2018-

2019

The G&CPM provided a draft of the Member Training and Development Work Programme 2018-19 for Members to consider. Members were satisfied with the content of the work programme.

The G&CPM suggested that in future the Member Training and Development Group meetings should take place on a Tuesday to allow the Leadership Development Advisor to attend. Members agreed to change the day to Tuesday and continue with a 10:00am start.

RESOLVED That:

- [1] the Work Programme 2018-19 for the Member Training and Development Group be noted.**
- [2] the Member Training and Development Group meeting dates to be changed as agreed.**

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 13th FEBRUARY 2019
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: ALLAN RAINFORD/WENDY BEBBINGTON

SUBJECT: DRAFT 2019/20 BUDGET, COUNCIL TAX PRECEPT
AND MEDIUM TERM FINANCIAL PLAN 2019/22

Purpose of Report

1. The purpose of this report is to allow Members to:
Approve the Authority's Medium Term Financial Plan (MTFP) for 2019/22;
Set the Authority's budget for 2019/20;
Set the Authority's precept as required by law for 2019/20;
Approve the Capital Programme and funding;
Approve the Authority's Capital Strategy; and
Approve the Authority's Reserve Strategy.

Recommended that Members:

- 1) Approve the Medium Term Financial Plan set out in Appendix 1
- 2) Agree the Budget Requirement set out in Table 1, paragraph 9, noting the base budget and inflation figures and determining the Commitments, Growth and one-off items contained in Appendices 2a and 2b;
- 3) Note the Funding Elements set out in Table 1 paragraph 9, and determine the level of council tax increase, if any;
- 4) Set the council tax precept that accords with the decision about the level of council tax precept in recommendation 3;
- 5) Approve the proposed capital programme for 2019/20 set out in Table 2 contained in paragraph 26 together with its associated financing;
- 6) Approve the Capital Strategy set out in Appendix 3
- 7) Approve the Reserves Strategy set out in Appendix 4;
- 8) Note the Statement of Robustness of Estimates set out in Appendix 5; and
- 9) Adopt the Financial Health Targets in paragraph 27.

Medium Term Financial Plan and Funding Position

2. The Authority is required to approve a budget and set a precept (the Authority's share of the council tax bill) for the financial year commencing 1st April 2019. The Authority is required to take into account Government funding, precept regulations and organisational demands. This requirement is supported by the production of a Medium Term Financial Plan (MTFP) with the annual budget forming the first year of the Plan. The creation and maintenance of the MTFP is fundamental in promoting good financial planning and delivery of value for money. The MTFP is attached as Appendix 1 to this report.
3. The MTFP only covers the period 2019 to 2022 because there are a number of significant uncertainties over funding, not least the outcome of the spending review in 2019. The MTFP is augmented by strategies relating to reserves and capital and other associated documents, which support financial planning and management.
4. On the 13 December 2018, the Government issued the 2019/20 Local Government Finance Settlement. The Settlement has been designed in the context of the overall Spending Review package announced in 2015. The Government confirmed the final year of the four-year funding deal, which was accepted by 97% of authorities (including Cheshire Fire Authority) at the 2016/17 Local Government Finance Settlement in return for publishing efficiency plans. The Government proposes to allocate funding in 2019/20 in accordance with the agreed methodology announced by the Secretary of State in 2016/17, which ensures that authorities delivering similar services receive a similar percentage change in settlement core funding for those services.
5. In addition to the precept, the Authority has a share of both the council tax and business rates collection funds held by the four local authorities in Cheshire. No assumptions have been included in the MTFP for any future surpluses or deficits within these funds. Any funds due to or payable by the Authority will be dealt with from the relevant year's budget or through reserves.
6. The Government pays local authorities (including fire and rescue authorities) Section 31 Grants to counteract the impact of the Government's policy of reducing business rates on new and small businesses. The Government has indicated that this grant is likely to remain in place until the Business Rates Retention Schemes comes into force. Therefore, it has been included in the MTFP on that basis. When the grant is withdrawn, the loss of funding should in theory, be replaced by an increase in business rates receivable from the local authorities.
7. In recent years, the Government has set a cap on the amount by which a local authority can increase its Council Tax each year. The cap that applied to this Authority was previously 2%, but since 2018/19, the cap has been set at 3%. The Authority may increase its Council Tax above this level, but can only do so after approval by the local electorate through a referendum. For the purpose of this MTFP, it is assumed that the 2% capping limit will be reintroduced from 2020/21.

8. Included within the MTFP and the 2019/20 budget proposals are a number of financial assumptions. The level of expenditure incurred increases each year based on a number of factors such as pay awards, inflation and additional demands or burdens. The following lists the financial assumptions included within the MTFP:

- Pay inflation – 2% per annum throughout the MTFP period
- Price inflation – in line with the Office of National Statistics and known specific increases
- Borrowing – additional borrowing is required to meet the planned capital programme, although the exact timing will depend on spend and interest rate movement. Interest payable is based on forecast interest rates per the Treasury Management Advisors.

Proposed Budget 2019/20

9. Based upon all of the above information, assumptions and plans, three budget proposals are presented to the Authority for consideration as set out below:

Table 1 – Budget Proposals		Council Tax Options		
		2.99% £000	1.99% £000	0% £000
Budget Elements	Base Budget	41,826	41,826	41,826
	Inflation	877	877	877
	Commitments (Appendix 2a)	450	450	450
	Growth – permanent (Appendix 2a)	522	522	522
	One-off items (Appendix 2b)	1,142	1,142	1,142
	Budget Requirement pre savings	44,817	44,817	44,817
Funding Elements	Government - Settlement Funding Assessment	(13,428)	(13,428)	(13,428)
	Section 31 Business Rates Grant	(652)	(652)	(652)
	Collection Fund (surplus)/deficit - business rates	85	85	85
	Precept (Council Tax)	(29,084)	(28,800)	(28,238)
	Collection Fund (surplus)/deficit - council tax	(382)	(382)	(382)
		Total Funding	(43,461)	(43,177)
	Budget Shortfall	1,356	1,640	2,202
	Identified Savings (Appendix 3)	(1,356)	(1,356)	(1,356)
	Budget Shortfall - net of savings	0	284	846
	Precept (Council Tax - Band D)	£77.74	£76.98	£75.48
	Increase from 2018/19 for Band D	£2.26	£1.50	Nil

10. Should Members wish to select a council tax precept increase of less than the 2.99% maximum flexibility permitted by the Government, further savings would be required as indicated in the table above and a report would need to be

brought back to the Authority with proposals on how those savings would be achieved. The line in Table 1, 'Budget Shortfall' shows the savings required.

11. Commitments; proposed permanent growth and one-off items reflects the unavoidable costs and demands that need to be funded. There are two types of growth, permanent - those that will form part of the base budget going forward; and one-off items for 2019/20 only. A full list of all the £972k proposed growth and one-off items is included in Appendix 2a with the some key items described below.

Commitments

12. At the Authority meeting on 14th February 2018, Members agreed to reinstate the second pump at Crewe. This was funded from reserves in 2018/19 and has been included in the base budget from 2019/20 and shown as the commitment within Table 1 of £450k. In addition, funding (within the one-off items) has been included in the proposed budget for the second pump at Ellesmere Port while the review, commissioned by Members at the Authority meeting in February 2018, is undertaken

Growth

13. Within the growth proposals there are a number of initiatives to provide firefighters with appropriate equipment to support their fitness and wellbeing, together with a Mental Health and Wellbeing Advisor to be recruited on a 12-month trial basis.
14. In the past, the apprentice scheme has been temporarily funded from reserves. The scheme has been a great success and has proven its worth consistently. Therefore, it is proposed that this scheme is now built into the base budget.
15. As a result of the Firefighters Pension Scheme actuarial review, there has been a change to the discount rate applied. This has significantly increased the employers' contribution rate. The estimated cost for Cheshire is £1.84m of which the Government has allocated specific grant of £1.8m in 2019/20. There is uncertainty about the funding post 2020. It is expected to be considered within the spending review due this year.

Savings

16. In order to produce a balanced budget as required under statute, assuming the proposed increases in expenditure are approved, savings will be required as the level of funding from the Government and council tax precept, is not sufficient to meet expenditure. Dependent on which precept increase is approved, the level of savings for 2019/20 would be:
 - £1.356m with a 2.99% increase in council tax;
 - £1.640m with a 1.99% increase in council tax; or
 - £2.202m without any increase in council tax.

17. A full list of the proposed savings for 2019/20 is included in Appendix 2c. The main savings are described in the following paragraphs.
18. Insurance costs have been reviewed since the move to the arrangements through the Fire & Rescue Indemnity Company Limited (FRIC). The actual costs have been consistently under budget resulting in £100k saving.
19. As part of each budget setting process estimates are made of the impact of inflation on the non-pay budgets. As actual increases become known budget is allocated to fund the increase. Overall this has released £103k in savings.
20. Within the 2018/19 budget, an increase in vacancy provision to 5% (non service delivery) was agreed together with the proposal to introduce a 2% vacancy provision in service delivery. As a result, £371k was saved in the 2018/19 budget with the additional saving (£265k) achievable in 2019/20.
21. Service Delivery Administration teams have been operating under establishment for some time. Having reviewed these teams, it is proposed to remove three posts saving £73k. As these posts are vacant, the saving does not involve any redundancy.
22. A review has taken place on non-pay expenditure within Fleet Management with savings of £80k being identified. These include savings on fuel; tyres and repairs and maintenance together with a reduction in leased cars.
23. In the past, the base budget has included contributions to reserves as part of the funding for capital and equipment replacement. As part of the review of reserves held and in line with both the Revenue and Capital Strategies, this has been reduced by £363k.
24. All pay budgets have been reviewed with a view to matching budget to the establishment and actual costs and where appropriate, savings have been made. These are budget savings rather than changes to roles and there are no redundancies as a result.
25. Finally, all non-pay budgets have been scrutinised and managers challenged over whether there is an on-going need and if so, what level of funding is appropriate. As such, significant non-pay savings have been achieved.

Capital Strategy

26. In addition to the revenue budgets, a programme of capital investment is proposed for 2019/20. Wherever there is discretion about elements of the programme Members have previously been supplied with business cases at their Planning Days to gauge their support. Funding for these comes from reserves held by the Authority and borrowing. Details of the proposed capital programme is shown in the following table together with the proposed funding. Further details are included in the Capital Strategy in Appendix 3.

Table 2 – Capital Scheme Proposals	2019/20 £000
Annual Replacement Schemes:	
Fleet Vehicles	960
Operational Equipment	28
New Schemes:	
Estates – Training Centre	8,800
Estates – Chester FS	4,400
Estates – Crewe FS	1,300
Estates – FS Modernisation	2,000
Capital Expenditure	17,488
Financed by:	
General capital grants	0
Capital Receipts	0
Revenue Contributions to Capital	0
Use of Reserves	8,688
Borrowing	8,800
Total Funding	17,488

Financial Health Targets

27. It is considered best practice to maintain a set of Financial Health Targets. The Financial Health Targets below are those previously adopted by the Authority.
- That the Authority reviews and approves its reserves strategy on an annual basis. This should be supplemented by consideration of the level of reserves at mid-year review.
 - That the Authority maintains its revenue spending within 1% of budget following the mid-year and three quarter review.
 - That the Authority reduces slippage to 25% of the total capital programme (the total capital programme includes the existing capital programme and slippage brought forward from previous years).
 - That the Authority continues to monitor Prudential Indicators on an annual basis against the indicators set out in the report on the Treasury Management Strategy elsewhere on the agenda.
 - The Authority raises 95% of invoices within one month of the debt falling due and collects 95% of income within 90 days.
28. Performance against these targets will be reported to Members as part of the quarterly financial reviews.

Reserves Strategy

29. In addition to the above, Section 25 of the Local Government Act 2003 also places a requirement on Chief Finance Officers to formally report on the adequacy of the reserves. They assess this in the context of the strategic, operational and financial risks and opportunities facing the Authority. A Reserves Strategy is attached at Appendix 4. While holding reserves is a recognised and recommended financial management tool, the levels of such reserves must remain prudent, appropriate to the level of risk and opportunity and not excessive.

Robustness of Estimates

30. Section 25 of the Local Government Act 2003 places a requirement on Chief Finance Officers to report on the robustness of estimates used in preparation of the budget proposals. Details of how this requirement has been met are set out in Appendix 5.

Council Tax Precept

31. The Authority levies a precept upon the council tax in Cheshire, which is collected on its behalf by the four unitary authorities. To calculate the level of funding, each local authority calculates the tax base (the assimilated number of council tax bills issued which takes into account changes in the number of houses, housing benefits etc.) Compared to 2018/19 the overall tax base for 2019/20 has increased by 6674.84 (1.84%). The following tables show the proposed level of precepts for each local authority and the individual amount levied per each council tax band based on the three proposed budget options.

Table 3 – Council Tax Precept for 2019/20

Unitary Council	Tax base	2.99% Increase	1.99% Increase	0.00% Increase
		£	£	£
Cheshire East	149,517.54	11,623,493.56	11,510,167.04	11,285,583.92
Cheshire West & Chester	121,757.60	9,465,435.82	9,373,149.89	9,190,263.65
Halton	34,950.00	2,717,013.00	2,690,522.72	2,638,026.00
Warrington	67,892.00	5,277,924.08	5,226,465.47	5,124,488.16
	374,117.14	29,083,866.46	28,800,305.12	28,238,361.73

Table 4 – Council Tax for Bands A to H

Bands	2.99% Proposal £	1.99% Proposal £	0.00% Proposal £
A	51.83	51.32	50.32
B	60.46	59.87	58.71
C	69.10	68.43	67.09
D	77.74	76.98	75.48
E	95.02	94.09	92.25
F	112.29	111.20	109.03
G	129.57	128.30	125.80
H	155.48	153.96	150.96

Conclusion

32. The 2019/20 budget proposals are based on the final year of the Government's four year settlement. Going forward funding is uncertain and subject to the proposed spending review in 2019. Savings have been identified as a result of thorough reviews of budgets with the intention to protect front-line services and ensure continuity of service delivery.
33. Section 43 of the Local Government Finance Act 1992 requires an authority to set its budget requirement. Based on the three options included in this report, the budget requirement (the amount financed by council tax, government grant and business rate income) will be:
- 2.99% proposal: £43.461m
 - 1.99% proposal: £43.177m
 - 0% proposal: £42.615m

Financial Implications

34. This report is financial in nature.

Legal Implications

35. The Authority is required to set a budget by 14th February each year, and to issue a precept to the billing authorities before 1st March each year.

Equality, Diversity and Environmental Implications

36. This is a strategic report which does not deal with the detailed proposals. Individual policy options and savings will have equality, diversity, and environmental implications, which will be individually identified and assessed

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BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY MEDIUM TERM FINANCIAL PLAN - 2019 TO 2022

1. INTRODUCTION

1.1. The purpose of the Medium Term Financial Plan (MTFP) is to provide the Authority, staff, the public and other stakeholders information on the financial outlook and the estimated available financing over the next three years. The MTFP takes into account future high level potential revenue and capital expenditure over the period based upon current information.

2. THE BUDGET STRATEGY 2019/20

2.1. Cheshire Fire Authority is the public body responsible for ensuring local communities are protected by an effective fire and rescue service. In 2015 the Authority approved a five year strategy, 'Planning for a Safer Cheshire', that outlined challenges facing the organisation and set out the principles it would adopt in responding. This is supported by a series of annual action plans or Integrated Risk Management Plans (IRMPs) as they are also known.

2.2. Our draft action plan, Making Cheshire Safer: Our Plans for 2019-2020, is the final annual action plan during the period of the five year strategy. A full version of the IRMP and further information can be viewed on the Service's website www.cheshirefire.gov.uk. The Authority has commenced work on a 'Whole Service Review' to align the provision of services to future resources and priorities. This review is currently ongoing and will set the future direction of the Service for the period 2020-2024. The review will be developed using our Customer Relationship Management (CRM) model and will be informed by incident data, risks, statistics, information sources and feedback, as well as the outlook for public finances.

2.3. When determining the budget proposals and potential council tax increases, due consideration is taken of budgetary pressures and possible savings alongside anticipated funding changes over the medium term. Government grant funding has been guaranteed up to 2019/20 and is reflected in this MTFP. However, beyond this timeframe, funding is an estimate as it is dependent on the outcome of the Government's next Spending Review due in 2019.

2.4. Under the Policing and Crime Act 2017, a duty is placed upon emergency services including Fire and Rescue Services to keep under consideration whether pursuing collaboration with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services. The Authority has a good track record of collaborating with partners and in 2015 agreed to sharing headquarters and back office support with Cheshire Constabulary under the Blue light Collaboration project. All the relevant staff from departments such as Finance, HR, Legal etc., have now transferred over to the Constabulary and are providing corporate and transactional services to both Cheshire Constabulary and Cheshire Fire and Rescue Service.

3. FINANCIAL SCENARIO

- 3.1. It is imperative that the MTFP takes account of the regional, national and global economic climates, particularly in light of extended austerity and the vote to leave the European Union and should consider how impacts might be managed and/or mitigated.
- 3.2. The Authority receives its main funding from two sources – Government funding and local council tax (known as a precept). Government funding has been reducing over a number of years. In 2015, the Authority successfully applied for the four year settlement agreement which gave certainty to it for funding up to and including 2019/20. The Chancellor announced that a spending review would be undertaken in 2019 and therefore, the forecast for funding beyond this point is uncertain.
- 3.3. Government funding is provided through a Settlement Funding Assessment (SFA) which includes Revenue Support Grant (RSG) and Baseline Funding (i.e. Business Rates paid over to the Authority by the four local authorities), and a Top Up grant from Government to provide a minimum agreed funding level. However, there is likely to be some volatility in the level of Business Rates available as part of Baseline Funding due to fluctuations in rateable appeals, business growth etc.
- 3.4. A precept is levied on the council tax to partly fund the fire and rescue services in Cheshire and it is the responsibility of the Authority to set the level of precept as part of the annual budget setting process. To calculate the level of funding, each local authority calculates the taxbase (the assimilated number of council tax bills issued) taking into account changes in the number of houses, housing benefits, discounts etc. These vary each year and the MTFP includes assumptions for these changes based on discussions, past performance and forecasts supplied by the local authorities.
- 3.5. In recent years the Government has set a cap on the amount by which a local authority can increase its Council Tax each year. The cap which applied to this Authority was previously 2%, but for the 2018/19 and 2019/20 financial years the cap was increased to 3%. The Authority may increase its Council Tax above this level, but can only do so after approval by the local electorate through a referendum. For the purpose of this MTFP it is assumed that the 2% capping limit will be reintroduced from 2020/21.
- 3.6. Each year Council Tax and retained Business Rate income is calculated based on assumed levels of collection rates by the local authorities. This means that, at the end of each year, an adjustment has to be made to reflect the actual collection rates. This can lead to a surplus or deficit on the fund which is accounted for within the calculation of the net budget requirement. The Authority receives or pays its share of the surplus or deficit on these collections funds.
- 3.7. Based on the above, the following table sets out the forecast funding available over the period of the MTFP. Although there are proposed increases in council tax included within this table, the actual decision to increase or not remains with the Authority each year as part of their budget setting process.

Funding:	2019/20 £000	2020/21 £000	2021/22 £000
Government - Settlement Funding Assessment	(13,428)	(12,931)	(12,721)
Section 31 Business Rates Grant	(653)	(300)	(200)
Collection Fund (surplus)/deficit - business rates	85	100	100
Precept (Council Tax)	(29,084)	(29,966)	(30,874)
Collection Fund (surplus)/deficit - council tax	(382)	(100)	(100)
Total Funding	(43,461)	(43,197)	(43,795)
Council tax base	374,117	377,929	381,772
Precept (Council Tax - Band D)	£77.74	£79.29	£80.87
Forecast % increase	2.99%	1.99%	1.99%

4. FINANCIAL ASSUMPTIONS

4.1. The level of expenditure incurred increases each year based on a number of factors such as pay awards, inflation and additional demands or burdens. The following lists the financial assumptions included within the MTFP:

- Pay inflation – 2% per annum throughout the MTFP period
- Price inflation – in line with the Office of National Statistics and known specific increases
- Borrowing – additional borrowing is required to meet the planned capital programme, although the exact timing will depend on spend and interest rate movement. Interest payable is based on forecast interest rates set by the Treasury Management Advisors.

5. FINANCIAL FORECASTS 2019-22

5.1. It is important to note that the MTFP is a high level strategy document which summarises plans over the medium term based upon current projections and assumptions. As additional updated information becomes available it will be subject to change. A certain amount of detailed budget information is presented, such as the table below. However, this should be regarded as indicative and illustrative. The MTFP will inform the Authority's budget setting process, as will other tools such as consultation with residents. The figures quoted here will be amended and refined as additional information comes to light and the detailed annual budgets are developed.

5.2. Based on current information, priorities and assumptions, the table below sets out an indicative budget for 2019/20 to 2021/22. The figures show the budget gap assuming a 2.99% increase in the Fire element of council tax for 2019/20 and 2% for all subsequent years, should the Authority approve this level of increase. Savings will need to be identified to meet these predicted shortfalls.

Financial Forecasts	2019/20 £000	2020/21 £000	2021/22 £000
Base Budget	41,826	43,461	43,197
Inflation	877	896	915
Commitments	450	0	0
Growth - permanent	522	799	250
One-off items	1,142	0	0
	44,817	45,156	44,362
Funding:			
Government - Settlement Funding Assessment	(13,428)	(12,931)	(12,721)
Section 31 Business Rates Grant	(653)	(300)	(200)
Collection Fund (surplus)/deficit - business rates	85	100	100
Precept (Council Tax)	(29,084)	(29,966)	(30,874)
Collection Fund (surplus)/deficit - council tax	(382)	(100)	(100)
Total Funding	(43,461)	(43,197)	(43,795)
Budget Shortfall (before savings)	1,356	1,959	567

6. COMMITMENTS

6.1. Commitments come from two sources, decisions made in-year that have a permanent impact on future years and/or changes in legislation that have financial impact. At the Fire Authority meeting in February 2018, Members decided to retain the second wholetime fire appliance in Crewe and as such reverse the proposed saving. The £450k shown in the above table reflects the on-going impact of this decision and is built back into the base budget.

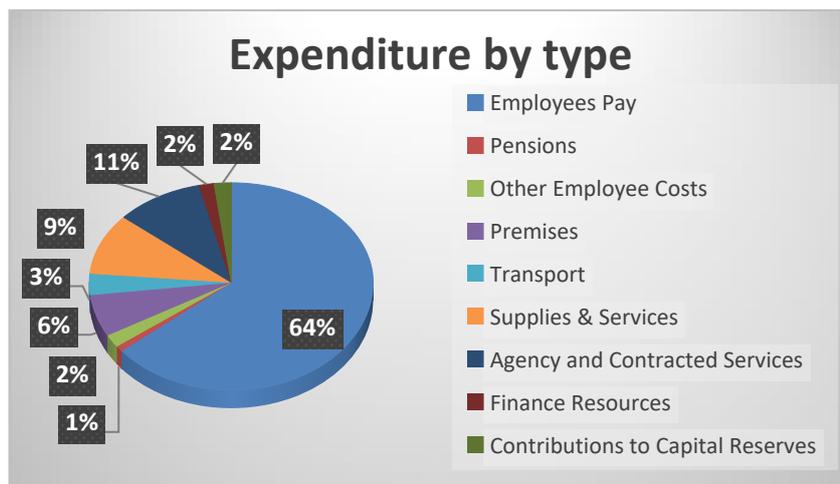
7. GROWTH

7.1. Growth can arise from a number of areas such as increased service demands, new burdens or temporary investment to support change etc. All growth is scrutinised through the Senior Management Team to ensure they reflect genuine growth and are in line with the vision, objectives and plans of the Fire Authority. Business cases are produced and shared with Members as part of the budget setting process.

7.2. Where growth is temporary and there are specific earmarked reserves set aside to support the associated spend, these reserves will be used to fund the growth. This growth is subject to the same scrutiny as permanent growth.

8. PROPOSED SAVINGS / EFFICIENCY PLAN

8.1. As part of the review of expenditure and the potential for further efficiencies and savings, it is important to understand how the Authority currently spends its funding. The following chart shows that 64% is spent on pay with the remaining funding spread over premises, transport etc.



8.2. A full and in-depth review has been undertaken of all non-pay budgets, challenging what is held and how it is spent. This has provided savings but left these budgets at a sustainable level for the future.

8.3. While savings have been identified for 2019/20 and presented within the budget report in February 2019, savings requirements in future years are will need to be developed. The Whole Service Review will play a significant part in helping the Authority balance its budgets.

9. RISKS & SENSITIVITY ANALYSIS

9.1. At the autumn 2017 budget, the Chancellor announced a full spending review would be undertaken in 2019 which will affect future Government funding. The outcome of this review remains uncertain at the current time. Equally, the impact of Brexit on the economy and therefore inflation and growth also remains a risk. The potential collective impact of these on the forecast budgets is not clear at this stage, therefore the actual position for 2020/21 could significantly change.

9.2. As with any assumptions there are risks that the actual outcome will be different. There are three key assumptions included within this MTFP that could impact significantly upon the figures presented in this MTFP. These are the level of government funding, the amount of council tax received and the level of pay awards agreed nationally. As such the following details the financial impact of changes to the levels assumed in Financial Forecasts table. It is also important to note that these changes would be cumulative as they represent a change to base level funding.

- For each change of 0.5% in the level of government funding, the impact would be either a reduction or increase in the budget gap of £69k.
- For every 0.5% above or below the proposed 2.99% Band D council tax increase for 2019/20, the impact would be a change in funding levels of £141k per annum.

9.3. Likewise a 0.5% movement in the firefighter Green Book pay award would have a potential £133k impact on the budget gap.

9.4. In December 2018, the Court of Appeal has ruled that the Government's changes to pensions with regard to judges and firefighters were discriminatory on the grounds of age. The Government may appeal. Therefore, the impact of the cast is unclear and this MTFP will be updated as and when further information is available.

10. INDICATIVE CAPITAL PROGRAMME

10.1. In addition to the revenue budgets, a programme of capital investment is proposed within the MTFP. Funding for these comes from reserves held by the Authority and borrowing. Spending profiles are indicative based on current knowledge and actual spend is monitored in year and reported to Members in the quarterly reviews.

10.2. The following tables shows the indicative capital programme and their proposed funding.

Project	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000
Previously approved schemes:			
Training Centre	8,800	1,549	
Chester Fire Station (incl. 5% contingency)	4,400	590	
Crewe Fire Station	1,300	3,500	
Fire Station Modernisation Programme	2,000	1,750	2,750
	16,500	7,389	2,750
Proposed New Schemes			
Appliance Replacement Programme	810	826	843
Support vehicles replacement programme	60	60	60
Animal Rescue Unit	30		
2 Rapid Response Units	60		
Replacement thermal image cameras	28	28	
4 wheel drive resilience vehicle (replacement)		30	30
Telehandler		50	
Server Replacement Programme		50	
Replacement MDTs		170	
Replacement tablets			150
Cadets vehicle			20
Co-responder Vehicle			20
Capital contingency on vehicle purchases (5%)			49
Operational Equipment - estimate			350
TOTAL	17,488	8,603	4,272

Capital Funding Proposals	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000
Use of Capital Receipts	0	0	100
Use of Capital Reserve	8,660	6,856	3,822
Use of Earmarked Reserves	28	198	450
Borrowing	8,800	1,549	0
	17,488	8,603	4,272

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Commitments

ERP - Operational (Crewe reinstated in the base budget)	£450,000
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Growth (Permanent)

Apprentice Levy - reversal of part of 2016-17 growth	-£46,000
Support staff (bottom heavy pay increase 1st April 2019)	£82,000
Reversal of 2018-19 growth - Uniform pay rise additional +1% July 17	-£207,000
Firefighters pension scheme - employer contributions, net of specific grant	£37,000
LGPS - employer contributions	£21,700
Pension payroll contracted service	£21,400
Firefighters Pension fund - annual accounting disclosures under IAS19	£7,500
Capital financing interest (interest charge on loans)	£58,000
BLC - retained service recharge, delay in savings	£124,000
Corporate subscriptions/contributions	£13,000
Reward and Recognition scheme	£10,000
Reversal of 2017-18 growth - Cardiac arrest initiative	-£121,900
Workshops - additional mechanic	£32,600
Merseyflow - toll charges	£8,000
Fleet Management system	-£19,100
Gym equipment -new Strength training equipment – purchase & on-going costs	£43,200
Gym equipment -new aerobic fitness training equipment – purchase & on-going costs	£58,000
Trauma Risk Management (TRiM) training - one off & on-going costs	£20,000
Operational Training - Command and Control training	£15,400
Operational Training - meal & refreshments	£8,000
Undress Uniform - on-going costs	£8,000
Fire Investigation work - ISO accreditation	£18,000
Safety Centre	-£40,000
Increase in Business rates (2017 revaluation)	£55,900
Support staff engagement forum	£20,000
Mental Health and Wellbeing Advisor (12 month trial)	£40,000
Consultation Institute	£15,000
Apprentice Scheme	£239,000
	<u>£521,700</u>

One-off items

Whole Service Review Project Team	£60,000
ERP - Operational (Delay in Ellesmere Port)	£450,000
2019-20 Operational Equipment - asset replacement plan - lifting bags	£80,000
2019-20 Operational Equipment - radio equipment	£146,000
2019-20 Operational Equipment - refresh of height safety equipment	£25,000
2019-20 Operational Equipment - refresh of BA equipment (reducer)	£30,000
2019-20 Operational Equipment - refresh of BA equipment (mask, lung demand valve + air hose)	£35,000
Operational Training - Trainee Firefighters	£30,000
Temporary SM B (no flexi) - New Training Centre Programme (OPA) Jan 2017 to March 2020	£57,000
Temporary training facilities during build of new training facilities	£100,000
Gas Suits	£14,000
Undress Uniform	£115,000
	<u>£1,142,000</u>

Savings

Insurance costs	-£100,000
Provision for credit liabilities - MRP	-£32,000
Corporate Postage costs	-£10,000
Audit fees (reduction in budget for internal and external audit fees)	-£30,000
Annual report - no longer distributing to each household	-£47,000
Non pay inflation	-£103,000
Pay related costs & adjustment to pay budgets	-£265,000
Uniform medical fees	-£14,500
Service delivery Admin teams	-£73,000
Staff availability/ resource system	-£13,000
Fleet Management – non-pay savings	-£80,000
OPA - reduction in non pay budgets	-£11,100
SAFFIRE in house system replacing CFRMIS (Community Fire Risk management information system)	-£8,000
Protection - reduction in agency & contracted services budgets	-£9,000
Fire investigation - reduction in supplies & services budgets	-£2,000
Partnership & Innovation - contracted services	-£17,000
Targeted Youth support - reduction in staff costs	-£20,000
Prevention - regrading of post	-£3,500
Governance and Commissioning - delete vacant admin hours	-£20,000
Democratic services - reduction in software costs	-£2,000
Legal - reduction in non pay budgets	-£3,200
Finance - reduction in supplies & services budget	-£5,000
ICT - reduction in software maintenance costs	-£43,700
Procurement - reduction in contracted services	-£8,000
Corporate Occupational Health contract	-£10,000
Corporate training	-£40,000
People & Development - reduction in non pay budgets	-£6,200
Property Services - reduction in subscription services	-£9,500
Additional income - joint use of stations	-£5,700
Invest to save projects	-£1,500
Reduction in contribution to capital	-£362,703
	<u>-£1,355,603</u>

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CAPITAL STRATEGY 2019 TO 2024

1. INTRODUCTION

- 1.1. The CIPFA Prudential Code for Capital Finance in Local Authorities was updated in December 2017 establishing a framework that supports local strategic planning, asset management and appropriate options appraisal.
- 1.2. The objectives of the Prudential Code are to ensure that the capital plans of an organisation are affordable, prudent and sustainable and the treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

2. DEFINITION

- 2.1. To utilise the full extent of the Prudential Code and its framework, it is essential that there is a clear understanding of what is capital expenditure. Unless expenditure qualifies as capital it will normally fall outside the scope of the Code and its framework and be charged to revenue in the period in which its goods or services were received. If expenditure does qualify as capital, there are opportunities to finance such spend from any capital receipts held or to spread the cost over future years in line with the life of the asset(s) purchased.
- 2.2. In the main, expenditure must meet one or more of the following conditions for it to be classified as capital:
 - Spend results in the acquisition, construction or enhancement of an asset (tangible or intangible) in accordance with 'proper practices';
 - Spend meets one of the definitions specified in regulations made under the 2003 Local Government Act; or
 - The Secretary of State makes a direction that the expenditure can be treated as capital.

3. CONTEXT

- 3.1. The capital programme requirements of the fire sector nationally are by nature limited in comparison to other public sector organisations such as local authorities who have diverse responsibilities to prioritise including Schools, Housing, Highways and Economic Development. Certainly this is true of Cheshire Fire Authority with its capital expenditure plans largely limited to replacing essential operational assets (e.g. Vehicles, Equipment, Communications Infrastructure) together with individual ad-hoc capital investment schemes aimed at improving efficiency and operational performance/priorities which tend to be largely estate based. Examples include the completed programme to build 4 new fire stations and Safety Central, along with currently approved schemes to build a new Operational Training Facility, modernise a number of existing stations, build a replacement station in Chester and a Joint Police and Fire Station in Crewe, which will be delivered in partnership with Cheshire Police.

- 3.2. In the current strategic plan, *'Planning for a safer Cheshire 2015-20'*, the Authority sets out its vision for fire and rescue services in Cheshire. The plan sets out a vision in which Cheshire Fire and Rescue Service focus on improving the safety of local communities and in developing its services and its people.

Our vision:

"A Cheshire where there are no deaths, injuries or damage from fires or other emergencies."

Our mission:

"To help create safer communities, to rescue people and protect economic, environmental and community interests."

To help translate that plan into action the Authority continues to review and develop three key priorities, with each supported by specific objectives as follows:

Protecting our communities and reducing local risks

- Maintaining a detailed understanding of our communities and carrying out risk analysis and assessments to identify the people and property most at risk
- Delivering campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety
- Ensuring fire safety legislation is implemented effectively.

Responding promptly and effectively to emergencies

- Ensuring plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents
- Using intelligence and data to match resources to risk and demand
- Ensuring the safety of our people by providing them with the right equipment, training and skills.

Developing an excellent organisation accountable to our communities

- Ensuring our workforce is competent and able to deliver our vision
- Informing and involving our communities and our staff in developing services and policies which are open, transparent and accountable
- Delivering value for money services which maximise community safety and minimise our impact on the environment.

- 3.3. The Fire Authority is committed to having rolling medium term revenue and capital plans (summarised in a Medium Term Financial Plan – MTFP) that usually extend for 3-4 years. The plans are drawn up, reassessed and extended annually and if required re-prioritised to enable the Authority to achieve the aims and objectives established in the current strategic plan.

- 3.4. Prior to the start of austerity, general capital grant funding of over £1m was received each year. This helped fund annual replacement of vehicles, IT and operational equipment and capital maintenance of fire buildings. Since austerity measures this general grant funding has ended with none received after 2014/15. As a result all capital investment since 2015 has been funded from the Authority's own reserves unless specific funding was available. The Authority was very successful in bidding for and achieving specific grant funding towards both the safety centre and community fire station builds. However no further government capital grant funding is anticipated going forward. The level of reserves currently held will not be sufficient to fund the current and proposed capital programmes over the medium term and borrowing will therefore be required going forward to meet the annual replacement programmes let alone investment in new technology and estate. Borrowing incurs on-going costs of interest payments and the funding set aside to repay the loan in due course.
- 3.5. Key focuses of the Capital Programme plans, all aligned to achieving the Fire Authority's priorities above are:
- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites and improving core training facilities.
 - The replacement of other core assets where necessary, e.g. vehicles, operational equipment and communication infrastructure.
 - Development of improved capability.
 - To ensure provision is made for Digital Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative and efficient digital services.
 - Invest to Save Schemes.
- 3.6. The plans acknowledge the constrained financial position of the Authority and maximise both the available financial resources and the capacity that the Service has to manage change projects.

4. GOVERNANCE

- 4.1. The annual budget setting process is an ongoing process with the Joint Strategic Change team and other key stakeholder groups assisting departmental managers to identify change proposals and develop business cases for future capital investment requirements with ideas aligned to strategic plan priorities.
- 4.2. Business cases must explicitly identify the organisational requirement, rationale, deliverables, benefits, links to Fire Authority priorities, and costs in terms of both capital investment and ongoing revenue consequences.
- 4.3. Based on an agreed budget setting timetable, business cases are submitted for presentation to and scrutiny review by the Service Management Team (SMT) along with an initial view of potential affordability. Prioritisation is then made, taking into account the following in order of priority:
- Unavoidable (statutory, contractual, or tortuous liability);
 - Operational Need (Enables continuity of agreed service delivery levels and priorities);
 - Strategic Plan Improvement Priority;
 - Other (efficiency, invest to save, leverage of external funding, etc).

- 4.4. An updated Draft Medium Term Financial Plan (MTFP), including a recommended Capital Programme, is then presented to the Fire Authority, providing views on affordability, potential funding issues and options.
- 4.5. A final version of the MTFP will be presented to the Fire Authority in the following February for approval, reflecting the known funding position and any further updates to the plan. The Fire Authority agrees the capital budget for the following year, and acknowledges the intention for planning purposes of the remaining years of the MTFP.
- 4.6. Where in year additions to the approved Capital Programme are identified, a business case will be prepared and reviewed by the appropriate board/group (e.g. Performance and Programme Board or Land and Stations Working Group) before being submitted to the SMT. The SMT will then submit to the Fire Authority for consideration and approval, including details of how the new scheme is to be funded, delivered and benefits realised, noting any ongoing MTFP implications.
- 4.7. Currently approved Financial Regulations (Section 10 of the Fire Authority Constitution) specify individual officer roles and responsibilities relating to the capital programme along with a number of key controls as follows:
- Where a capital scheme is estimated to be overspent, if the overspend is estimated to be 10% or more than £100k, whichever is the lower (with a de-minimus of £10k), then approval to fund the overspend must be sought from the Authority.
 - Where the overspend is estimated to be less than 10% and less than £100k, SMT will consider the overspend in the context of the overall programme, and if the overspend is unavoidable will either utilise the capital contingency, vire budget from an existing scheme or fund the overspend by contribution from the revenue budget or from reserves.
 - Income which is the result of disposing of an asset and which is greater than £10k will be considered as a capital receipt. All other income will be treated as revenue.
 - The Chief Fire Officer and Chief Executive and the Treasurer or the Head of Finance may jointly increase the amount of the Capital Programme by a maximum of £100k per annum, providing that any increase is for a new scheme(s), and the Head of Finance is satisfied with the funding arrangements.
 - An increase approved by the Chief Fire Officer and Chief Executive and the Treasurer or the Head of Finance will be reported to Performance and Overview Committee at the earliest opportunity.
- 4.8. Following approval of the capital programme, a programme manager or project manager and a user representative is identified for each capital project. That individual is responsible for managing the project implementation and delivering its objectives. For all projects within the capital programme a Senior Officer is identified as project sponsor.
- 4.9. Monitoring progress against capital schemes is reported on at least a quarterly basis to the Performance and Programme Board, Land and Stations Working Group (where appropriate), SMT and to Performance and Overview Committee.
- 4.10. Once projects have been completed the programme or project manager completes a post implementation review for the major capital projects. This includes identifying at what stage the post project review will be carried out. The post project report is reviewed by the Performance and Programme Board and escalated to the SMT if required.

4.11. To evaluate the success and outcomes of capital projects a post project review is carried out. The depth of this review is proportionate to the scale of the project and the benefits set out in the initial Project Initiation Documentation. This review focuses on the outcomes achieved, the extent to which the benefits claimed are being realised, the actual costs, both revenue and capital, and the impact of other funding and partnership working. This information can then be used to learn lessons and make any improvements during subsequent projects.

5. FUNDING STREAMS

5.1. Capital expenditure can be funded from a number of sources as set out below:

- **Government Grants** – these are either general grants which can be used to fund any capital spend approved by the Authority or specific grants which can only be used to fund specific projects in line with any conditions placed with the grant. Cheshire Fire Authority has not received an annual government grant allocation since 2014/15;
- **Capital Receipts** – when an asset held by the Authority is sold, the proceeds are held in reserve to be used either to fund future capital expenditure or to repay debt. They cannot be used to fund revenue expenditure;
- **Reserves** – funds can be set aside and held in earmarked reserves if known expenditure is to be incurred at a future date. These reserves can then be used to fund such expenditure be it capital or revenue. In terms of capital expenditure, it may be known that a specific asset may need replacing in 10 years and therefore funds are set-aside each year to build up the reserve to fund the replacement. Details of the reserves held are found within the Authority's Reserves Strategy;
- **External Contributions** – these are funds or grants provided by external organisations such as collaboration partners or local authorities for specifically agreed capital expenditure; and
- **Borrowing** – the Authority is permitted in law to take out loans or financing to fund capital expenditure. The Prudential Code sets out the requirements under which such borrowing must be undertaken including affordability, prudence and cost effectiveness. Any borrowing will incur costs for interest payable and the need to set-aside sufficient funds to repay the loan. These costs impact on the revenue budget.

6. CAPITAL PROGRAMME

6.1. The following table shows the Authority's overall Capital Programme and how it is to be funded from 2018/19 to 2023/24, figures quoted include both in-year approvals and schemes rolled forward from previous years. They therefore represent estimates of total capital expenditure in each year:

2018/19 Estimate £000		2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
	<u>Expenditure:</u>					
	Annual Replacement Schemes:					
1,077	Fleet Vehicles	960	966	1,022	1,065	1,087
28	Operational Equipment	28	28	350	350	350
291	ICT & Communications	0	220	150	0	0
	New Schemes:					
36	Estates – ERP Station Builds	0	0	0	0	0
400	Estates – Training Centre	8,800	1,549	0	0	0
500	Estates – Chester FS	4,400	590	0	0	0
200	Estates – Crewe FS	1,300	3,500	0	0	0
350	Estates – FS Modernisation	2,000	1,750	2,750	500	1,150
60	Estates – Poynton Drill Tower	0	0	0	0	0
2,942	Capital Expenditure	17,488	8,603	4,272	1,915	2,587
	<u>Financed by:</u>					
0	General capital grants	0	0	0	0	0
500	Capital Receipts	0	0	100	0	0
0	Revenue Contributions to Capital	0	0	0	600	1,200
2,042	Use of Reserves	8,688	7,054	4,172	350	350
400	Borrowing	8,800	1,549	0	965	1,037
2,942	Total Funding	17,488	8,603	4,272	1,915	2,587

7. AFFORDABILITY

- 7.1. Capital expenditure plans are a key driver of treasury management activity. The funding of such plans impact on cash balances and borrowing requirements in the short and longer terms. The ongoing consequences of these decisions have a direct impact on the annual revenue budget. As such, having regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, the Fire Authority sets and reviews a number of prudential indicators showing the proposed capital expenditure plans, how they are to be funded, the impact on the organisation's finances and their affordability in terms of the impact on revenue budgets.
- 7.2. Full details and commentary on the prudential indicators are found within the Authority's Treasury Management Strategy 2019/20. Along with controls and limits relating to levels of capital expenditure and resulting borrowing requirements, these prudential indicators also include a specific affordability indicator, below, which provides an indication of the impact of the above capital expenditure plans and their financing proposals on the overall finances and precept (council tax):

Treasury management Strategy 2019/20 - Table 5: Ratio of financing costs to net revenue funding

2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
1.13%	1.11%	1.39%	1.61%	2.64%	2.54%	2.63%

This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream. The estimates of financing costs include current commitments and the proposals included in the budget/MTFP.

7.3. The above ratio is increasing due largely to the removal of available capital grant funding from 2015 and the requirement to increase borrowing in order to finance the Training Centre and also the overall capital programme once available reserves are exhausted. The affordability of this will therefore continue to be reviewed alongside the MTFP.

8. RISK MANAGEMENT

8.1. Risk is the threat that an event or action will adversely affect the Authority's ability to achieve its desired outcomes and ability to execute its strategies successfully. Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

8.2. The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

8.3. To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored. It is important to identify the appetite for risk for each scheme and for the capital programme as a whole, especially when investing in complex business change programmes. Where greater risks are identified as necessary to achieve desired outcomes, the organisation will seek to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

8.4. The Treasurer and Joint Head of Finance will report jointly on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.

8.5. Credit Risk - The risk that an organisation with which we have contracted to deliver capital projects becomes insolvent and cannot complete the agreed contract. We will ensure that robust due diligence procedures cover the appointment of partners and contractors relating to capital programme delivery. Where possible contingency plans will be identified at the outset.

8.6. Liquidity Risk - This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. There is also a risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes and mitigating actions taken promptly where appropriate.

- 8.7. Interest and Exchange Rate Risk - This is the risk that interest rates or exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- 8.8. Inflation Risk - This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- 8.9. Legal and Regulatory Risk - This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, the Authority will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.
- 8.10. Fraud, Error and Corruption - This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. Cheshire Fire Authority has a strong ethical culture which is evidenced through its values, principles and appropriate behaviour. This is supported by a Code of Ethics and detailed policies such as Anti-Fraud and Corruption and processes such as that in relation to Declaration of Interests.

9. FUTURE ACTIONS

- 9.1. This Capital Strategy currently looks ahead over the next 5 years to 2024. It will be reviewed to consider whether it would be appropriate and of value to extend this period to cover a longer term period of for example 10 or 20 years.
- 9.2. In view of the removal of ongoing government funding for capital programme expenditure since the commencement of austerity measures, alternative potential funding arrangements will need to be considered which will include the extension of partnerships and collaborations.
- 9.3. It will be reviewed in light of emerging and changing local issues, circumstances and priorities.

RESERVES STRATEGY 2019-24

Background

1. The requirement for a local authority to maintain financial reserves is acknowledged in legislation: the Local Government Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
2. In addition to holding financial reserves, there are a number of safeguards in place that mitigate against the risk of local authorities over committing themselves financially:
 - There is a legal requirement to set a balanced budget;
 - In accordance with the 1988 Local Government Finance Act the chief finance officer (Section 151 Officer) must report if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that expenditure will exceed resources;
 - The external auditor's responsibility to review and report on financial standing.
3. While it is primarily the responsibility of Members and the Section 151 Officer to maintain a sound financial position, external auditors have a responsibility to review the arrangements in place to ensure that financial standing is soundly based. The work undertaken by external auditors will include a review of the level of reserves and the advice given to members by the chief finance officer.
4. The May 2018 Fire and Rescue National Framework includes the requirement that fire authorities "should establish a policy on reserves and provisions in consultation with their chief finance officer". It also requires that "fire authorities should publish their reserves strategy, including details of the current and future planned levels, the purpose for which each reserve is held and how each reserve supports the medium term financial plan".

Determining the level of reserves

5. In accordance with Financial Regulations, the Authority holds reserves which fall into two distinct categories:
 - General Reserves: these are necessary to fund any day to day cash flow requirements and also to provide a contingency in the event of any unexpected events or emergencies, and

- Earmarked Reserves: these have been created for specific purposes and involve funds being set aside to meet known or predicted future liabilities. Such reserves are intended to smooth the expenditure profile and avoid liabilities being met from Council Tax or the need to make offsetting savings in the year that expenditure is incurred.
6. There is not a standard recognised formula for determining the level of reserve that each local authority should maintain. It is up to each authority to consider the local circumstances and the potential issues/risks that may occur across the medium term. In determining an appropriate level of reserves for Cheshire Fire Authority the range of risks and issues that should be taken into account will include the following:
- The possibility of additional savings being required in the future and the potential difficulty in delivering such savings. Future funding levels are uncertain until the results of the Spending Review are announced, probably in late 2019. If annual spending reductions were to increase in magnitude this may lead to the identification of savings proposals that may not prove to be deliverable;
 - To provide cover for extraordinary or unforeseen events occurring: given that the purpose of the fire and rescue service is to respond to emergency situations, there is always the potential for additional, unexpected and unbudgeted expenditure to occur;
 - The level of self insurance that we provide to minimise our insurance premiums: potential insurance liabilities can vary significantly across financial years. The levels of liabilities are difficult to accurately forecast and it would not be appropriate to budget for peak levels of expenditure.
 - Any additional delivery costs, or time lags in the implementation of savings, associated with collaboration initiatives such as the Blue Light Collaboration programme.
 - The commitments falling on future years as a result of capital plans and proposals to improve/develop the asset base. Having reserves would mitigate the impact on the revenue budget of borrowing and/or revenue contributions to capital and would support projects/programmes that will generate revenue efficiencies.
 - The risk on inflation, especially pay. Inflation, as measured by the retail prices index, is currently running at about 2.7%. Brexit is likely to have an impact on inflation, especially in the short term, and there is the potential for this to create upward pressure on pay inflation.

General Reserve

7. In recent years there has been considerable debate about the level of general reserves that are being held by local authorities. Whilst there is no specified minimum general reserve level, a broad rule of thumb adopted by most chief finance officers in local government has been that an appropriate and prudent level is one that is equivalent to 5% of budget. This has been recommended in the past in Audit Commission reports and has been included in recent comments by Government ministers as being an accepted “reasonable level” of general reserve.
8. The Fire and Rescue National Framework requires that a Reserves Strategy should explain how the “level of general reserve has been set” and should include “justification for holding a general reserve larger than 5% of budget”. This therefore adds weight to the adoption of 5% of budget as an appropriate calculation of the required level of general reserve.
9. For Cheshire Fire Authority, the level of General Reserve at 31 March 2018 stood at £8.2m, following the closure of the accounts for 2017/18. This is well above 5% of the revenue budget. As part of the Reserves Strategy approved in February 2018 the level of the General Reserve will be maintained at around £2.2m which is approximately equivalent to 5% of budget. It is a key component of this Strategy that if further revenue underspends occur – or if earmarked reserves are able to be released - that these are taken to Earmarked Capital Reserves to support the capital programme.
10. It is proposed that this approach be maintained across the medium term, with the General Reserve being maintained at £2.2m. The table set out in the Annex summarises the position to 2024. This Strategy will be kept under review as capital spending is incurred and the level of reserves is adjusted to reflect the actual position at the end of each financial year.

Earmarked Reserves

11. The Fire Authority has a number of earmarked reserves. These have been set aside to support capital and revenue expenditure in future years. In recent months there has been a thorough review undertaken of the need for some of the earmarked reserves and the likelihood of commitments arising has been challenged. This review was led by the Chief Fire Officer and Chief Executive. Details of the forecast levels of earmarked reserve are set out in Annex A. The forecast levels reflect the planned usage of reserves to meet anticipated expenditure. The main earmarked reserves are explained below.

IRMP Reserve

12. The purpose of this reserve is to meet the needs placed upon the Authority in meeting delivery programmes falling out of each IRMP. The reserve will be used in 2019/20 to finance the costs of some of the project teams that are implementing major capital projects and providing funding for temporary training facilities. Its continued use in supporting capital expenditure will mean the reserve will be fully depleted by 31/3/2021, unless there are additions from other reserves or revenue underspends.

Capital Reserve

13. The Government has ceased the practice of providing Capital Grants to local authorities although occasionally there are national initiatives announced that involve consideration of bids from local authorities in furtherance of Government priorities. Expenditure on the new training centre is to be financed from borrowing. There are other capital schemes, including new fire stations and the refurbishment programme, that have been approved in recent months and the Authority now has a sizeable capital programme.
14. To avoid further borrowing and incurring additional revenue expenditure, the strategy is to use contributions from reserves. As part of this strategy other earmarked reserves have been reviewed and where appropriate, taken to the capital reserve to support capital expenditure and to ensure that the capital reserve is not depleted entirely.

Resource Centre Reserve

15. This earmarked reserve is set aside to meet future identified commitments within the respective Resource Managers' areas. The amounts are attributable to the following issues/risks:

Staff related: there are a number of potential staff related issues including pension costs and future recruitment costs. A significant cost is likely to arise as a result of the triennial review of the local government pension scheme: a sum has been set aside to meet potential costs of £0.33m in 2020/21;

Legal and insurance: a balance of £0.6m is being maintained to meet any future prosecution and enforcement costs associated with the work of the protection team and to fund any successful claims which are self-insured;

ICT and systems development: approximately £0.2m is set aside to support ICT development work including any major system upgrades/replacements that may be required;

Training: approximately £0.1m is being earmarked for talent management and corporate training expenditure;

Equipment and uniforms: the balance on this reserve is reducing each year as it is used to meet the costs of new uniforms and new equipment, particularly protective equipment. By 2024 the balance on this reserve is forecast to be £0.5m;

Collaborations and partnerships: approximately £0.2m has been set aside to support the statutory duty to collaborate. The Authority has a number of collaboration initiatives including the North West Fire Control and Blue Light Collaboration with Cheshire Police;

Property related: a balance of £0.3m is being maintained to support property maintenance expenditure and to meet the costs of property related projects;

Prevention: there is a balance of £0.2m to support any future safety central marketing costs.

Community Risk Reduction

16. Amounts have been set aside to support the cost of the Authority's Safe and Well Programme and other community safety activities. There is approximately £0.3m in this reserve and until further commitments are identified, this will be the balance to March 2024.

Unitary Performance Group (UPG)

17. Amounts have been set aside for facilitating partner engagement in community safety activities. This includes funding for the sprinkler campaign. It is forecast that by the end of 2018/19 there will be approximately £0.1m in this reserve and, until further commitments are identified, this will be the balance to March 2024.

Overall Position

18. One of the key elements of the Reserves Strategy will be to use the earmarked Capital and IRMP Reserves to support capital expenditure. The Capital Strategy for 2019 to 2024 indicates that expenditure of over £30m is planned to take place between April 2019 and March 2022 with approximately £20m of this being financed from reserves. The resulting balances on reserves are set out in Annex A below.

FORECAST LEVEL OF RESERVES TO MARCH 2024

	Forecast at 31/03/2019	Forecast at 31/03/2020	Forecast at 31/03/2021	Forecast at 31/03/2022	Forecast at 31/03/2023	Forecast at 31/03/2024
	£000	£000	£000	£000	£000	£000
General Reserve	2,210	2,210	2,210	2,210	2,210	2,210
Earmarked Reserves						
IRMP	8,042	7,248	3,822			
Capital	11,858	3,565	100			
Resource Centre	3,909	3,613	3,130	3,062	2,999	2,402
Community Risk	314	314	314	314	314	314
UPG	367	117	117	117	117	117
TOTAL RESERVES	26,700	17,067	9,693	5,703	5,640	5,043

ROBUSTNESS OF ESTIMATES

Section 25 of the Local Government Act 2003 places a requirement on Chief Finance Officers to report on the robustness of the estimates used in preparing the budget.

The Authority's planning process takes account of service demands and financial scenario in some detail for 2019-22. Alongside this, future capital programmes are planned taking into account forecast Government funding, borrowing limits and council tax. For 2019/20 borrowing levels have also been guided by the prudential indicators for 2019-22.

For 2019/20, full consideration of these issues had led to:

- Policy and expenditure proposals that reflect the Government's Provisional Grant Settlement together with the on-going revenue impact of new capital projects, whilst recognising the outstanding issues and uncertainties.
- A proposed capital financing budget based on 2019/20 capital programme.

When using estimates in preparing the budget every effort is taken to ensure that they take into account the most up to date data. However, it should be noted that there are a number of areas where the actual impact could vary from the estimates used in setting the budget. The main areas are:

- Pay awards, pension increases, national reviews of pay & inflation
- Service financial performance (i.e. variances on budgets)
- Ability to achieve projected savings
- Operational demands

To provide for all potential scenarios that may arise would be prohibitively expensive and result in demands on council taxpayers considerably higher than likely need. For 2019/20 £877k has been provided for pay and price increases.

There are many factors that can affect financial performance in year including under or over-achievement of efficiency savings, income and other financial targets. The Authority takes a number of steps to minimise the impact by:

- Seeking wherever possible to explore in full the implications and achievability of policy and expenditure options before the budget is set;
- Promoting a robust approach to financial management requiring budget holders to monitor expenditure against budget and to take early action in reporting and responding to projected variances;
- Quarterly reporting of the projected budgetary outturn supplemented by monthly exception reports to prompt remedial action if necessary; and
- Creation of appropriate and proportionate contingencies.

It should be noted that while every effort is taken to ensure the budget is balanced, there is always the possibility of variances to the budget occurring. This is one of the reasons why the Authority holds reserves against unanticipated cost pressures

Based on the above, the estimates used are robust and compliant with regulations.

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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: TREASURY MANAGEMENT STRATEGY 2019-20

Purpose of Report

1. This report seeks approval for the Treasury Management Strategy for the year 2019-20. This is a requirement of guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG), the CIPFA Treasury Management Code and the CIPFA Prudential Code. It also assists the Authority in showing its compliance with requirements contained in the Local Government Act 2003.

Recommended: That

- [1] approval be given to the Authority's Treasury Management Strategy for the year 2019-20;
- [2] the Authority's Prudential Indicators including the Authorised Limit (Appendix 1, paragraph 5.2.7) and Operational Boundary (Appendix 1, paragraph 5.2.3) be approved.

Treasury Management Strategy for 2019-20

2. The Treasury Management Strategy ('the Strategy') is comprised of four main elements, namely:
 - Capital Expenditure Plans and Prudential Indicators
 - Borrowing Strategy and Prudential Limits
 - Annual Investment Strategy
 - Minimum Revenue Provision (MRP) Statement
3. The Strategy is required in order to comply with the Local Government Act 2003, the CIPFA Treasury Management Code of Practice, the CIPFA Prudential Code and the latest guidance from the Government covering investments and MRP.
4. CIPFA has recently reviewed and revised its Treasury Management Code of Practice and the Prudential Code. Revised reporting is required for the 2019/20 reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.
5. The primary reporting change is the introduction of a capital strategy, to provide a longer-term focus to the capital plans. The requirement to

have a capital strategy is being reported separately as part of the annual budget report pack.

6. Another notable change is the inclusion of greater requirements for non-treasury investments, for example the purchase of property with a view to generating income. Such purchases could involve undertaking external borrowing to raise the cash to finance these purchases, or the use of existing cash balances. This type of income generation is not within usual Fire Service business and the change is therefore unlikely to impact on the Fire Authority.
7. CIPFA has also made some changes to Prudential Indicators, which are now incorporated into this report along with other revisions and amendments to the code.
8. The Strategy also provides context to inform the four individual elements.

Capital Expenditure Plans and Prudential Indicators

9. Capital expenditure plans are a key driver of treasury management activity. The funding of such plans impacts on cash balances and borrowing requirements in the short and longer terms. The on-going consequences of these decisions have a direct impact on the annual revenue budget. As such, the Prudential Indicators included in this section of the strategy show the proposed capital expenditure plans, how they are to be funded, the impact on the organisation's finances and their affordability in terms of the impact on revenue budgets.

Borrowing Strategy

10. The Borrowing Strategy for the Authority reflects the current approach that while interest rates for investments remain low, the Authority will finance its capital programme from cash balances as far as possible. The Authority has, however, approved the use of borrowing to fund its training centre project (and associated works) at Sadler Road in order to preserve reserves for other matters requiring capital expenditure. In addition further borrowing will be required from 2021/22 onwards to fund capital programme plans as available reserves are exhausted.
11. The Authority's current borrowing is almost exclusively with the Public Work Loans Board (PWLB) and this will continue to be the preferred source of future borrowing. Prudential limits to borrowing activities for approval are also included in this section.

Annual Investment Strategy

12. The Annual Investment Strategy explains that the overarching principle is to ensure that the Authority is prudent in its investment decisions, whilst trying to maximise returns.

13. The Annual Investment Strategy also sets out the investment instruments used by the Authority, and how the Authority uses credit ratings to help determine which institutions to invest in.
14. The Authority will avoid locking into long term investments whilst interest rates remain at their current low levels, and will limit investments over one year to a maximum of £5 million.

MRP

15. All authorities have a legal requirement to set money aside to cover the repayment of debt, and this is known as the MRP. The amount of MRP charged needs to be a prudent amount. The broad aim of this is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which capital expenditure provides benefits, or, in the case of borrowing supported by formula grant, reasonably commensurate with the period implicit in the determination of the grant.
16. It is proposed in Annex 1 that the Authority continues to set the MRP at 6.7% of the opening Capital Financing Requirement (CFR) in respect of its existing CFR. This is considered to be a prudent and sustainable approach, however the 6.7% level remains subject to review. Any future new borrowing will be subject to MRP charged over a period which is reasonably commensurate with the estimated useful life applicable to the asset purchased or created.

Risk Management

17. The identification, understanding and management of risk are a significant part of the Authority's treasury management activities. Risk management is, and has been for a number of years, well embedded in the area of treasury management.
18. To avoid the Authority suffering loss as a result of its treasury management activities, a number of risk management procedures are in place. These procedures are based on the principles that security of deposit is paramount, and there is a need to maintain liquidity. Returns should be commensurate with these principles.
19. Key risks are:

- a. Counter-Party Risk

Counter-parties is the term used for another party to an agreement or contract. In the context of this risk, this means a body with whom we have invested surplus funds. The risk is that an amount deposited by the Authority will not be repaid in full when it becomes due.

When selecting counter-parties the avoidance of loss of principal is regarded as paramount. This is achieved by having in place formal policies and procedures that ensure that the risk of a potential loss of principal through the default of a counter-party is reduced to an

appropriate level. Those policies include setting minimum requirements on the financial standing of counter-parties and an upper limit on the amount that can be deposited with an individual counter-party or group of related counter-parties.

b. Liquidity Risk

This risk is that cash will not be available when it is required to meet the Authority's obligations.

To mitigate that risk, the Authority prepares and monitors a cashflow forecast which identifies expected inflows and outflows. The purpose of preparing the forecast is to identify the timing, duration and magnitude of any cash surpluses and shortfalls.

c. Refinancing Risk

This risk is that the Authority will be unable to renew its maturing loans or reinvest deposits on reasonable terms.

This risk is managed to an acceptable level by ensuring that the maturity profile of the Authority's long term loans portfolio is spread over a period of time. The Authority also tries to avoid having a number of large deposits maturing on the same day.

d. Legal and Regulatory Risk

This is the risk that one of the parties to an agreement will be unable to honour its legal obligations to the other party.

When investing its cash balances, the Authority adheres to the guidance issued by MHCLG which defines and encourages a prudent investment policy, particularly in relation to security (protecting invested capital sums from loss) and liquidity (keeping funds readily available to meet immediate expenditure needs).

e. Prevention of Fraud, Error and Collusion

All loans and deposits are made on the Authority's behalf by the Head of Finance or another nominated officer. Every deal is also recorded and reconciled within the Authority's general ledger and bank account by one officer and approved by another officer (segregation of duties)

Treasury Management Performance Reporting

20. In accordance with both the requirements of the Prudential Code and the CIPFA Code for Treasury Management in the Public Services, the Authority will receive:

- i) A mid-year treasury management report – this will update members with the progress about the capital position, lead to the amendment of prudential indicators as necessary, and determine whether any policies require revision.

- ii) An annual treasury report – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the Strategy

Legal Implications

- 21. The approval of the Treasury Management Strategy is a legal requirement. It provides officers with a clear framework within which to operate.

Financial Implications

- 22. The report is financial in nature.

Equality and Diversity Implications

- 23. There are no differential impacts identified on any section of our community in relation to this report.

Environmental Implications

- 24. There are no specific environmental implications identified in relation to this report.

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APPENDIX 1

TREASURY MANAGEMENT STRATEGY 2019-20

INTRODUCTION

- 1.1 The Fire Authority (the Authority) is required to operate a balanced budget meaning that cash raised during the year from grants, council tax and other income sources will match the cash expenditure for the year. The first requirement of treasury management is to ensure that this cashflow is adequately planned with cash being available when it is needed. Surplus funds are invested in low risk counterparties or financial instruments commensurate with a low risk appetite, that offer adequate liquidity (i.e. ease of access) before considering any return on the investment. The investment strategy objectives are, in order of priority, security, liquidity and then yield.
- 1.2 The second main function of treasury management is the funding of the capital programme. The capital programme and plans provide a guide to the Authority's borrowing requirement which is essentially the longer-term cashflow planning to ensure that the capital programme commitments can be met. The management of longer-term cashflow may involve arranging long or short-term loans or by using cashflow surpluses. Any debt currently held may also be re-structured when favourable conditions arise and in line with risk and/or cost objectives.
- 1.3 The contribution the treasury management function makes to the organisation is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 CIPFA defines treasury management as:

'The management of the local authority's 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.'
- 1.5 Revised reporting is required for the 2019/20 reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately as part of the annual budget report pack.

1.6 This Authority has not engaged in any commercial investments and has no non-treasury investments.

2. **TREASURY MANAGEMENT REPORTING REQUIREMENTS**

2.1 The Authority is required to receive and approve, as a minimum, three main reports each year which incorporate policies, estimates and actual income and expenditure.

Prudential and Treasury Indicators and Treasury Strategy (this report) – the first and most important report covering:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy statement (how residual capital expenditure is charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings are to be organised and includes the treasury indicators); and
- an Investment Strategy (the parameters on how investments are to be managed).

A Mid-Year Treasury Management Report – this updates the Authority on the progress of the capital position, updates prudential indicators as necessary, and whether the actual execution of treasury management is in line with the Strategy or whether any policies need revision. Should there be a particularly volatile period affecting treasury management then more frequent reports will be submitted.

An Annual Treasury Management Report – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

3. **TREASURY MANAGEMENT STRATEGY 2019/20**

3.1 The Treasury Management Strategy covers two main areas:-

Capital:

- The capital plans and associated prudential indicators; and
- The minimum revenue provision (MRP) statement.

Treasury Management:

- The current position;
- Prudential indicators which limit the treasury risks and activities of the Authority;
- Prospects for interest rates;
- The borrowing strategy;
- The policy on borrowing in advance of need;
- Debt rescheduling;
- The investment strategy;
- The policy on creditworthiness; and
- The policy on using external service providers in relation to Treasury Management.

3.2 The above cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Communities and Local Government's Minimum Revenue Provision

(MRP) Guidance; the CIPFA Treasury Management Code and the Communities and Local Government's Investment Guidance.

- 3.3 The CIPFA Treasury Management Code requires the responsible officer (the Fire Authority Treasurer) to ensure that anyone with responsibility for treasury management receives adequate training. The external treasury management supplier will provide suitable training during the year as appropriate.
- 3.4 The joint Police and Fire Finance team will manage all day to day Treasury management services on behalf of the Authority, supported directly by Link Asset Services, Treasury Solutions as its external treasury management advisors. However, it is recognised that responsibility for treasury management decisions remains with the Authority at all times and overdue reliance will not be placed upon one source of advice alone. Nevertheless, it is also recognised that there is value in employing external advisors in order to gain access to specialist skills and resources.

4. CAPITAL EXPENDITURE PRUDENTIAL INDICATORS 2019-22

4.1 Capital expenditure

- 4.1.1 Capital expenditure plans are a key driver of treasury management activity. The funding of such plans impact on cash balances and borrowing requirements in the short and longer terms. The on-going consequences of these decisions have a direct impact on the annual revenue budget. As such, the following prudential indicators show the proposed capital expenditure plans, how they are to be funded, the impact on the organisation's finances and their affordability in terms of the impact on revenue budgets.
- 4.1.2 This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. These are based on actual and current forecast cash spend rather than the full budgeted capital programme, as affordability is based on actual cash movement.

Table 1: Capital Expenditure

2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
2,942	17,488	8,603	4,272

- 4.1.3 The next table shows how the above capital expenditure is to be financed. If there is a shortfall in available funds, the shortfall will be covered by additional borrowing. It is anticipated that c£11m of additional borrowing will be required over the period to finance the Training Centre project.

Table 2: Capital Financing

2018/19 Estimate £000		2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
2,942	Forecast Spend	17,488	8,603	4,272
	<u>Financed by:</u>			
0	General capital grants	0	0	0
0	Specific capital grants	0	0	0
500	Capital Receipts	0	0	100
2,042	Capital Reserves & Revenue Contributions	8,688	7,054	4,172
400	Borrowing requirement	8,800	1,549	0

4.2 Capital Financing Requirement (or borrowing needs)

4.2.1 The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been financed either from revenue or capital funds. It is essentially a measure of borrowing need and any capital expenditure not financed in the above table will increase the CFR.

4.2.2 It should be noted that the Capital Financing Requirement increases during the period of the current MTFs, reflecting the new borrowing requirement due to planned capital expenditure, and a reduction in alternative capital funding sources.

Table 3: Capital Financing Requirement (CFR)

2018-19 Estimate £000	Capital Financing Requirement (CFR)	2019-20 Estimate £000	2020-21 Estimate £000	2021-22 Estimate £000
7,379	CFR brought forward	7,301	15,655	16,788
400	Net financing need for the year	8,800	1,549	0
(478)	Less MRP	(446)	(416)	(828)
7,301	CFR carried forward	15,655	16,788	15,960
(78)	Movement in CFR	8,354	1,133	(828)

4.2.3 In addition to the capital expenditure borrowing requirements, the Capital Financing Requirement also includes other long-term financial liabilities relating to an outstanding finance lease.

4.2.4 As previously mentioned, the Capital Financing Requirement is reduced every year by the minimum revenue provision (MRP). The Authority is required by statute to set aside MRP each year for the repayment of external debt. Under amendment regulation 4(1) of the 2008 Regulations, the Authority is charged with a simple duty to set aside MRP which it considers to be prudent. Guidance has been issued which sets

out recommendations on the interpretation of 'prudent' and the Authority is required to prepare an annual statement on how it proposes to calculate MRP. The 2019/20 annual statement is set out in the Annex.

4.3 Core Funds and Expected Investment Balances

4.3.1 The application of funds, (capital receipts, reserves etc.), to finance capital expenditure or other budget decisions to support the revenue budget will have an on-going impact on the cash available for investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are the estimated year-end balances for reserves. The Capital Receipts and Unapplied Capital Grants reserves are restricted in their usage to funding capital expenditure or repaying debt and cannot be used for revenue purposes.

Table 4: Reserves

Reserves	31 March 2018 Actual £000	31 March 2019 Estimate £000	31 March 2020 Estimate £000	31 March 2021 Estimate £000	31 March 2022 Estimate £000
<u>Earmarked Revenue Reserves</u>					
IRMP Reserve	9,488	8,042	7,248	3,822	0
Resource Centre Managers Reserves	6,362	3,909	3,613	3,130	3,062
Community Risk Reduction Reserve	474	314	314	314	314
Unitary Performance Group Reserve	367	367	117	117	117
	16,691	12,632	11,292	7,383	3,493
<u>Capital Reserves</u>					
Usable Capital Receipts	402	100	100	100	0
Revenue Reserve for Capital Expenditure	2,916	11,758	3,465	0	0
Unapplied Capital Grants	0	0	0	0	0
	3,318	11,858	3,565	100	0
<u>General Reserve</u>					
General Fund	8,210	2,210	2,210	2,210	2,210
Total Reserves	28,219	26,700	17,067	9,693	5,703

Affordability Prudential Indicators

4.3.2 So far the Strategy has covered the control of overall capital expenditure plans and borrowing prudential indicators. The following indicator provides an indication of the impact of the above capital expenditure plans and their financing proposals on the overall finances and precept (council tax). The Authority is requested to approve the following indicator:

Table 5: Ratio of financing costs to net revenue funding

2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
1.13%	1.11%	1.39%	1.61%	2.64%

4.3.3 This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream. The estimates of financing costs include current commitments and the proposals included in the budget/medium-term financial plan. The ratios have moved mainly due to the requirement to increase borrowing in order to finance the capital programme from 2018/19 onwards, most notably new debt repayment provision (MRP) from 2021/22 in respect of the new Operational Training Centre which is due to be completed during 2020/21.

5. BORROWING

5.1 The capital expenditure plans set out in Section 4 provide details of the capital plans of the Authority. A key function of treasury management is to ensure that the cash resources are organised in accordance with the relevant regulations and professional codes so that sufficient cash is available to meet service activity and the capital strategy. This will involve both cashflow management and where capital expenditure plans require it, the arrangement of appropriate borrowing facilities. This Strategy covers the relevant treasury and prudential indicators, the current and projected debt positions and the Annual Investment Strategy.

Current Debt Position

5.1.1 The current debt position, as at 31 March 2018, with forward projections is summarised below. The table shows actual external debt against the underlying capital borrowing need highlighting any under or over borrowing.

Table 6: Debt Position

2017-18 Actual £000	2018-19 Estimate £000	Gross Borrowing Requirement	2019-20 Estimate £000	2020-21 Estimate £000	2021-22 Estimate £000
		External Debt			
1,914	1,903	Debt at 1 April	1,892	10,457	12,006
(11)	(11)	Expected change in Debt	8,565	1,549	0
1,903	1,892	External Debt at 31 March	10,457	12,006	12,006
37	25	Finance Lease	13	0	0
(12)	(12)	Expected change in Finance Lease	(13)	0	0
1,928	1,905	Actual Gross Debt at 31 March	10,457	12,006	12,006
7,379	7,301	Capital Financing Requirement	15,655	16,788	15,960
5,451	5,396	Under / (over) borrowing	5,198	4,782	3,954

5.1.2 Within the prudential indicators there are a number of key indicators to ensure that the Authority operates its activities within well-defined limits. One of these is that the Authority ensures that its gross debt does not, except in the short-term, exceed the total Capital Financing Requirement in the preceding year plus the estimates for any additional Capital Financing Requirement for 2019/20 and the following two financial

years. This allows some flexibility for limited early borrowing for future plans but ensures that borrowing is not undertaken for revenue or speculative purposes.

5.1.3 The Treasurer confirms that the Authority complied with this prudential indicator in the current year and does not envisage any issues for the immediate future. This view takes into account current commitments, existing plans and the proposals included in the budget report and Medium Term Financial Plan for 2019-22 to be considered by the Fire Authority on 13th January 2019.

5.2 Treasury Indicators – limits to borrowing activities

5.2.1 There are two limits to borrowing, the operational boundary and the authorised limit for external debt. These are the current debt position as shown in 5.1.1 above plus the forecast requirement for external financing over the next three years.

5.2.2 **The operational boundary** is the limit which external debt and long-term liabilities is not normally expected to exceed. In most cases this would be a similar figure to the Capital Financing Requirement but may be higher or lower depending on the level of actual debt and repayment schedules. Temporary breach of the operational boundary is not in itself cause for concern but an indicator that such liabilities should be reviewed. If there was a sustained breach, (such as an increase in long-term borrowing), then this would need to be investigated and action taken.

5.2.3 The operational boundaries below are based on estimating the Authority’s most likely level of borrowing and leasing each year. It includes long-term borrowing to fund capital expenditure plans, short-term temporary borrowing for cashflow purposes and the impact of any finance leases.

Table 7: Operational Boundary

Operational Boundary	2019-20 Estimate £000	2020-21 Estimate £000	2021-22 Estimate £000
Debt	10,557	12,106	12,106
Other long term liabilities	50	50	50
Total	10,607	12,156	12,156

5.2.4 As Table 7 shows, the Operational Boundary over the period 2019-22 is increasing because of the planned borrowing to support the capital programme. This is partially offset due to the amount set aside each year to reduce borrowing and financial liabilities known as MRP.

5.2.5 The **authorised limit for external debt** is a further key prudential indicator representing a control on the maximum level of borrowing. This represents a limit beyond which external debt and finance leases are prohibited and is set or revised by the Authority. It reflects the level of such debt which, while not desired, could be afforded in the short term but is not sustainable in the longer-term.

- 5.2.6 This is a statutory limit determined under section 3(1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authorities' plans or those of any specific public body; although this power has yet to be exercised.
- 5.2.7 The Authority is requested to approve the following authorised limits.

Table 8: Authorised Limit

Authorised limit for external debt	2019-20 Estimate £000	2020-21 Estimate £000	2021-22 Estimate £000
Borrowing	12,557	14,106	14,106
Other Long Term Liabilities	100	100	100
Total Authorised Limit	12,657	14,206	14,206

5.3 Prospects for Interest Rates

- 5.3.1 Link Asset Services have been appointed as external treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

Source: Link Asset Services

- 5.3.2 The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth has been healthy since that meeting, but is expected to weaken somewhat during the last quarter of 2018. At their November meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. The next increase in Bank Rate is therefore forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

- 5.3.3 The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.00 – 2.25% in September 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We have, therefore, seen US 10 year bond Treasury yields rise above 3.2% during October 2018 and also seen investors causing a sharp fall in equity prices as they sold out of holding riskier assets.
- 5.3.4 Rising bond yields in the US have also caused some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure has been dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.
- 5.3.5 From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.
- 5.3.6 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.
- Borrowing interest rates have been volatile so far in 2018-19 and have increased modestly since the summer. The policy of avoiding new borrowing by running down spare cash balances has served well over the last ~~Page 73~~ year. However, this needs to be carefully

reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;

- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns

5.4 Borrowing Strategy

- 5.4.1 As shown in Table 6, the Authority is currently under-borrowed and forecast to remain so for the period covered by this Strategy. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting reserves, balances and cash flow has been used as a temporary measure. This Strategy is appropriate for the current economic scenario and prudent given that limited investment return on surplus cash flow and counter-party risk are still issues that need to be considered. The risks associated with this Strategy are twofold, firstly the Authority could run out of cash should all reserves be utilised quickly at which point borrowing would be required and secondly, when the need to re-finance the internal borrowing arises, without careful planning, the Authority will be exposed to the prevailing interest rates at that time which may not be the most favourable.
- 5.4.2 At this point maintaining under-borrowing of £4m to £5m going forward is considered to be manageable and a sensible position in view of available cash reserves and poor returns that can be achieved on cash balances invested.
- 5.4.3 The Treasurer will however keep interest rates and the cashflow impact under continual review in order to adopt a pragmatic approach to changing circumstances, supported by advice from the external Treasury Management advisers. It may at some point be necessary to reduce under-borrowing as cash reserves reduce due to ongoing budget pressures by securing additional new external borrowing above that forecast to fund the ongoing capital programme in table 2 although this is not anticipated in the short or medium term.
- 5.4.4 A key aim of the borrowing strategy is to minimise the cost of the loan portfolio whilst ensuring that the obligation to repay the loans is spread out over a period of time. This reduces the impact of such loans on the revenue budget. The profile of the repayment of the debt portfolio is shown below at 5.6.3.
- 5.4.5 Where short term borrowing arrangements are required to support a temporary low general fund bank balance, the Authority will engage with Treasury Advisors to understand if there are any Local Authority counterparties available to lend from. The offer will then be considered and terms of loans agreed between the Principal Accountant and nominated officer from the lending organisation.

5.5 Policy on borrowing in advance of need

- 5.5.1 The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approach Capital Financing Requirement estimates, and

will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

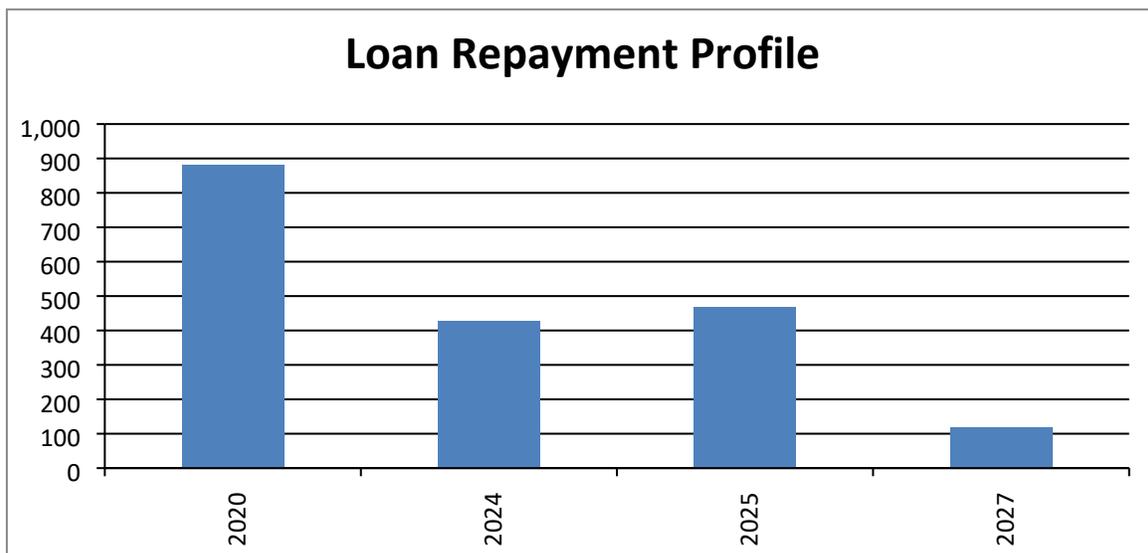
5.6 Debt Rescheduling

5.6.1 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However these savings will need to be considered in the light of the current treasury position and size of the cost of debt repayments (premiums incurred).

5.6.2 The reasons for any rescheduling to take place will include:

- The generation of cash savings and/or discounted cash flow savings
- Helping to fulfil the treasury strategy
- Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

5.6.3 Any potential rescheduling will be very carefully considered. A table showing the current profile of the debt portfolio is shown below:



5.6.4 All current borrowing is on a fixed rate basis with a current overall weighted average 4.51%. Any new loans taken out for future capital expenditure plans or the repayment of maturing debt will be subject to the rates applicable at that time. Any early repayment of debt would also be subject to the expense of early pay-back premiums.

5.6.5 Key sensitivities of the interest rate forecast are likely to be:

- if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be reviewed with the potential action of increasing borrowing to cover the under

borrowed position or future known commitments or repayments while rates were still relatively low; and

- If it were felt that there was a significant risk of a sharp fall in short and long-term interest rates due to a weakening of economic factors; then longer-term borrowing will be postponed until rates were deemed at their lowest and a review of current debt would be undertaken to ascertain the benefit of rescheduling to more competitive short term loans.

5.7 Treasury Management limits on activity

- 5.7.1 There are three debt-related treasury activity limits. Their purpose is to restrain borrowing activity within certain limits to manage risk and reduce the impact of adverse movement in interest rates. However, if these are set too restrictively they will impair the opportunity to reduce costs or maximise value for money. The Authority is requested to approve the following indicators and limits.

Table 9: Interest Rate Limits

	2019/20	2020/21	2021/22
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	25%	25%	25%

Table 10: Maturity structure of fixed interest rate borrowing 2019/20

Maturity Structure of Authority Borrowing	Lower Limit %	Upper Limit %
Under 12 months	0%	50%
12 months to 2 years	0%	50%
2 years to 5 years	0%	50%
5 years to 10 years	0%	75%
10 years and above	5%	100%

6. ANNUAL INVESTMENT STRATEGY

6.1 Investment Policy

- 6.1.1 The Authority's investment policy has regard to the Communities and Local Government's Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectorial Guidance Notes (the CIPFA TM Code). The Authority's principal objectives for investments are security first, liquidity next and finally yield.

- 6.1.2 The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

- a) Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of

concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.

- b) Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- c) Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- d) The Authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in table 11 below under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

Table 11: Approved Investment Instruments

Specified Investments (maturities up to one year)
□ Bank & Building Societies Term Deposits
□ Other Local Authority Term Deposits
□ Debt Management Agency Deposit Facility
□ AAA Money Market Funds (CNAV/LVNAV/VNAV)
Non-Specified Investments (maturities over one year)
□ Bank & Building Societies Term Deposits
□ Other Local Authority Term Deposits
Other Non-Specified Investments
□ Fixed term deposits with variable rates & maturities

- e) Non-specified investments limit. The Authority has determined that it will limit the maximum total exposure to non-specified investments as being 20% of the total investment portfolio.
- f) Lending limits, the maximum amount for each counterparty will be set at £10m per organisation/group. The maximum investment duration for each counterparty will be set in line with the creditworthiness service provided by Link Asset Services as set out in paragraph 6.2.

- g) Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see paragraph 6.3).
- h) The Authority has engaged external consultants, (see paragraph 3.4), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
- i) All investments will be denominated in sterling.
- j) As a result of the change in accounting standards for 2018/19 under IFRS 9, the Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Ministry of Housing, Communities and Local Government, [MHCLG], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

6.2 Creditworthiness Policy and Exposure to Risk

6.2.1 The Authority utilises the creditworthiness service provided by Link Asset Services as its Treasury Management advisers. This service employs a sophisticated modelling approach incorporating credit ratings from the three main credit rating agencies – Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- Credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps to give early warning of likely changes in credit ratings; and
- Sovereign ratings to select counterparties from only the most creditworthy countries.

6.2.2 This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Authority to determine the suggested duration of investments. The Authority will use counterparties within the following durational bands:

- Yellow 5 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No Colour Not to be used

6.2.3 As this methodology uses a wide range of information beyond basic credit ratings, it ensures that no one source of information is given undue credence. All ratings and colour codes are monitored weekly via Link's credit listings and in-between via business press. The Authority is alerted to changes to any ratings via email from Link.

- If a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately and any current investments reviewed for potential movement.

6.2.4 Sole reliance will not be placed on the use of this external service. In addition to Link, the Joint Finance Team officers will also use market data and information, information on any external support for banks to help support its decision making process.

UK banks – ring fencing

6.2.5 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

6.2.6 Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

6.2.7 While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Authority will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

6.3 Country Limits

6.3.1 The Authority has determined that it will only use approved counterparties from the UK and from countries outside of the UK with a minimum sovereign credit rating of AAA from Fitch (or equivalent). The list will be added to, or deducted from, should ratings change.

6.4 Investment Strategy

6.4.1 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

- 6.4.2 The Authority would seek to maintain at all times a core liquid balance of £4m, and maintain a liquid balances vs longer term balances ratio of 50% - 50%.
- 6.4.3 For its cash flow generated balances, the Authority will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits, (overnight to 100 days), in order to benefit from the compounding of interest.
- 6.4.4 Bank Rate is forecast to increase steadily but slowly over the next few years to reach 2.00% by quarter 1, 2022. Bank Rate forecasts for financial year ends (March) are:

2018/19 0.75%
 2019/20 1.25%
 2020/21 1.50%
 2021/22 2.00%

The overall balance of risks to economic growth in the UK is probably neutral. The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

- 6.4.5 Investment treasury indicator and limit - total principal funds invested for greater than 365 days. This limit is set with regard to the Authority's liquidity requirements and to reduce the need for early sale of an investment. It is based on the forecast availability of funds after each year-end.

The Authority is asked to approve the following treasury indicator and limit:

Table 12: Investment Treasury Limit:

	2019/20	2020/21	2021/22
	Upper	Upper	Upper
Principal sums invested for longer than 365 days	£5m	£5m	£5m

6.5 End of Year Investment Report

- 6.5.1 At the end of the financial year, the Treasurer will report on the Authority's investment activity as part of the Annual Treasury Report.

Minimum Revenue Provision (MRP) Statement

1. The Authority is required to make an annual provision from revenue to contribute towards the repayment of borrowing. This requirement arises under the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008, which simplifies earlier MRP requirements by placing a duty on the Authority to determine each year an amount of minimum revenue provision, which it considers to be prudent. In order to assist the Authority with this determination, guidance for assessing what would represent a prudent provision has been issued under Section 21 (1A) of the Local Government Act 2003 (The Guidance). The Authority is required to have regard to the Guidance when considering the amount of their annual “prudent” MRP.
2. It is proposed that the Authority continues to set the MRP at 6.7% of the opening Capital Financing Requirement (CFR) in respect of its existing CFR. This is considered to be a prudent and sustainable approach, however the 6.7% level remains subject to review.
3. Any future new borrowing will, under delegated powers (known as prudential borrowing), be subject to MRP under option 3 of the Government Guidance. It will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, borrowing in respect of capital expenditure on the new Training Centre Project will be related to the estimated life of that asset.
4. The use of this option for certain schemes will also result in a nil MRP charge until the year after that in which all expenditure on the scheme, project or other item of capital expenditure has been fully accrued under proper accounting practices, regardless of the extent of such expenditure that has not been accrued at the end of the previous financial year. Estimated life periods will be determined using appropriately qualified Officers professional judgement.
5. Based on the current projected capital outturn position for 2018-19, it is expected that this will equate to a charge of approximately £446k for 2019-20.
6. The policy will be reviewed on an annual basis. If it is proposed to vary the strategy during the year, a revised statement will be submitted to the Authority.

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CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: GRAEME WORRALL

SUBJECT: ANNUAL ACTION PLAN 2019-2020 (IRMP 16)

Purpose of Report

1. This report seeks Members approval to publish the Authority's action plan for 2019-2020 (IRMP 16) following the conclusion of a 13-week consultation programme.
2. The report includes an overview of the consultation programme and a summary of the key issues highlighted within the full consultation report, copies of which have been circulated to Members and also made available to view online on the Authority's website.

Recommended: That

- [1] Members consider the feedback received through the consultation on the draft annual action plan (IRMP 16);
- [2] Subject to Members' comments and decisions, approval is given for the publication of IRMP 16 by 31st March 2019; and
- [3] The Chief Fire Officer and Chief Executive be authorised to make any final drafting changes to the IRMP, including the addition of final performance and financial information.

Background

3. Members approved the publication of the draft action plan 16 for consultation at the meeting of Fire Authority on 19th September 2018.
4. A 13-week consultation programme was launched to gather comment on the draft plan amongst members of the public, staff and stakeholders. The programme ran from 1st October 2018 until 4th January 2019.
5. Members have been provided with an interim update on the progress of the consultation at the Fire Authority meeting on 12th December 2018, as well as a summary update at the Members Planning Day on 11th January 2019 following the close of the consultation.

6. The full consultation report has now been completed, which has been circulated electronically to Members and hard copies have been made available prior to this meeting. In keeping with previous years, the full consultation report provides an overview of the consultation programme, details of the survey results; and full copies of written submissions by consultees.

Information

7. The table below provides information on the consultation methods used during the course of the consultation programme:

Group	Methods of engagement
Public	<ul style="list-style-type: none"> • Online survey • Eight public roadshows across Cheshire • Prominent features on the homepage of the Service's website • Regular social media advertising • Use of online Alert and Firelink newsletters • Use of Cheshire, Halton and Warrington Race and Equality Centre's (CHAWREC) BME resident consultation panel • Attending CHAWREC International Open Day • Raising awareness amongst community and voluntary groups • Contacting colleges • Media coverage
Staff	<ul style="list-style-type: none"> • Online survey • Feature on the homepage of the Service's intranet • Articles in Service newsletters • Management conference • Over 70 visits by senior managers to individual teams
Stakeholders	<ul style="list-style-type: none"> • Letter/email out to key stakeholders encouraging comment on draft Plan • Stakeholders contacted include local MPs, statutory partners, representative bodies, town and parish councils, and community groups.

8. A total of 516 members of the public responded to the survey, a decrease on the 832 responses from last year's consultation. However, as an indicative guide the level of response provides for a margin of error of +/- 4.3% at a 95% level of confidence.
9. Consultation responses were received from across each of the four unitary authority areas; encompassing all age ranges from under 18s to over 75s and a near even split amongst male and female responses. 22% of respondents declared a disability, 18% of respondents were from a black or minority ethnic background and 15 responses were received from those identifying as lesbian, gay, bisexual or transgender (LGBT).

Results

10. The first section of the survey asked for general views on how they viewed the service. The results showed:
 - 92% of respondents valued the Service as a local service provider
 - 82% of respondents were satisfied with the overall performance of the Service
 - As with previous years, a significant proportion (53%) of respondents had not had any contact with the Service over the past three years. The most common route for coming into contact with the Service was via a Safe and Well visit (21% of respondents), while only 7% of respondents had come into contact with the Service as a result of a fire or road traffic collision.
 - 71% of respondents considered that the current level of precept represented value for money.
 - 70% of respondents indicated their overall support for the plans for 2019/2020 as laid out within the Action Plan. A further 19% were unsure and 11% were opposed.
11. The consultation sought to establish from respondents which activities the Service carries out were the most important; whether the Service should change or stop doing certain activities and whether there were any issues that the Service is not currently involved in which it should be.
12. Responses showed that the majority of consultees felt all of the Service's activities were important to a greater or lesser degree, with each of the activities listed being viewed as either 'Very Important' or 'Quite Important' by at least 80% of respondents.
13. When asked whether the Service should change or stop doing something, a number of comments understandably focused on the need to focus on front-line and core/statutory services.

14. When asked about what the Service does not currently get involved in, narrative comments indicated support for working with a wider range of groups and organisations within the community to promote awareness of fire safety; with some further comments highlighting the need to engage with young people. Other comments outlined support for the Service undertaking emergency medical response and broadening Safe and Well visits to include issues such as dementia awareness.
15. In relation to the proposed joint fire and police station on the current site of Crewe Fire Station, some narrative comments highlighted support for the concept; the need to consider the surrounding road network and traffic issue and the importance of the organisations maintaining their independence.
16. Consultees were also asked for their views regarding the proposed increase in precept of 2.99% for 2019/2020. 66% of respondents supported the proposal. 15% were unsure and 18% opposed.
17. Finally, the survey provided for respondents to outline any further comments they wished to make. Several of the comments provided referred to the need to focus investment on front-line activity, with other comments expressing support for a second fire engine in Chester. A full breakdown of public comments and written responses received via the consultation survey is included within the consultation report, which has been published separately and is publicly available on the Authority's website.

Staff and stakeholder consultation

18. Staff consultation was centred on a programme of over 70 visits by senior managers to individual teams across the organisation during the consultation period, alongside an online survey which gathered 15 staff responses. Much of the feedback received forms part of a wider programme of staff engagement, details of which will be brought to Members separately. Comments provided within the online survey are included within the consultation report.
19. Feedback from staff highlighted concerns about targets for Safe and Well visits, particularly in relation to hard to reach residents, the review of the third aerial appliance; and support for a review of the Service's core values.
20. The approach taken to engage with stakeholders was to contact them directly and invite them to comment on the draft Plan. Stakeholders contacted included local authorities and councillors; town and parish councils, Members of Parliament and a range of community and voluntary groups.
21. A comprehensive response was received from the Fire Brigades Union, with other responses from Chris Matheson MP; Justin Madders MP; Mike Amesbury MP; Cheshire West and Chester Council; Chester Retired Firefighters and three Cheshire West and Chester Ward Councillors. Full responses from stakeholders are provided in the consultation report.

Consultation outcomes

22. Following the consultation, the Plan has been updated. It provides further information relating to the outcome of the inspection of the Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Financial Implications

23. All elements of the consultation programme have been delivered using existing departmental budgets and staff. Printing costs for the final version of Plan and any summary versions for consultees will also be met from existing budgets using in-house print services.

Legal Implications

24. Publication of the Action Plan by 31st March 2019 will fulfil the Authority's statutory responsibility.

Equality and Diversity Implications

25. The consultation programme was developed to maximise involvement of local residents. Additional efforts were made to secure responses from diverse parts of the community. This included use of the Cheshire, Halton and Warrington Race and Equality Centre's (CHAWREC) BAME Consultation Panel and raising awareness of the consultation amongst a range of community and voluntary groups.

Environmental Implications

26. The Plan will primarily be published as an online document, thus saving paper. There will be a small print run to enable distribution to public libraries and to service additional ad-hoc requests for hard copy documents, which can be facilitated in-house.

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BACKGROUND PAPERS: NONE

DRAFT INTEGRATED RISK MANAGEMENT PLAN 2019-2020, CONSULTATION REPORT – APPENDIX 1

INTEGRATED RISK MANAGEMENT PLAN 2019-2020 – APPENDIX 2

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Making Cheshire Safer

Making Cheshire Safer Annual Action Plan for 2019/2020 (IRMP 16)

Consultation Report
February 2019



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1. Introduction

This report sets out the results of the programme of public, staff and partner consultation on Cheshire Fire Authority's draft annual action plan for 2019/2020 (IRMP 16), titled *Making Cheshire Safer*, between 1st October 2018 and 4th January 2019.

The purpose of this report is to enable the Authority to understand the differing level of opinion among all groups to the proposals set out in the draft plan, in order to assist the Authority in giving consideration to the results of the consultation in its decision making process. This feedback will be among the issues considered by the Fire Authority prior to approval of the final version of the annual action plan.

This report comprises eleven sections, as follows:

- An executive summary, which briefly describes the consultation programme, the level of response and the key conclusions which can be drawn from the feedback received
- An overview of the consultation programme
- An outline of the methods used when consulting with the public
- Outlining how the Service consulted with staff and internal stakeholders
- An overview of the approach taken to consult with partners and external stakeholders
- A description of the work undertaken to assess and evaluate the consultation against previous consultations.
- Detailed results of the survey that underpinned the consultation, showing how each group responded to the consultation questions
- A summary of social media activity.
- A profile of respondents who completed the consultation survey.
- Appendices including the summary action plan, the list of partners communicated with, written submissions and additional comments received.

This report has been made available to public and partners on the Service's website - www.cheshirefire.gov.uk/consultation - and to staff on the Intranet.

Report prepared by:

**Graeme Worrall
Policy and Transformation Officer
Cheshire Fire and Rescue Service**

February 6th 2019

2. Executive summary

This report details activity undertaken during the consultation on Cheshire Fire Authority's draft annual action plan for 2019/2020 (IRMP 16) between 1st October 2018 and 4th January 2019

2,000 members of the public and over 250 stakeholders and partner agencies were communicated with during the consultation, along with Cheshire Fire and Rescue Service staff at a number of events across Cheshire. From this, a total of 519 members of the public, 15 members of staff and nine stakeholders formally responded to the consultation.

Views were sought through a range of engagement activities including public roadshows, team visits by senior managers, online surveys and letters to stakeholders. The consultation focused on the key proposals within the draft plan, as well as seeking views on proposals to increase the Authority's share of council tax precept and the overall value placed on Cheshire Fire and Rescue Service.

A standard online consultation survey was developed to gauge opinion amongst the public and external stakeholders. A similar survey was created for staff.

There were 519 responses received from the public consultation in total, of which 516 were via the survey. This provides a margin of error of +/-4.31% and also enables the Service to have 95% confidence level that the results fall within this range. Over 500 additional comments were also submitted into the consultation by both public and staff consultees.

The commentary on the following pages provide a summary of both the consultation process and the results emerging from the public and staff surveys. More detailed analysis of the survey results is provided later in the document.

Public and staff responses

Overall

92% of respondents stated that they valued Cheshire Fire and Rescue Service as a local service provider and 82% are satisfied with the overall performance of Cheshire Fire and Rescue Service.

53% of public respondents have not had contact with the Service in the past three years. Of those that had come into contact with the Service, the most frequent routes were through a Safe and Well visit (21%), followed by a station open day (11%) or an event or meeting within the community (9%). Only 7% of respondents have come into contact with the Service through a fire incident or road traffic collision.

Funding

71% of residents agreed that the current level of precept charged by the Authority represented value for money. 66% of residents support the proposal to increase the precept for 2019/2020 by 2.99%. 69% of staff also supported this proposal.

Service Priorities

Residents were asked to state which activities carried out by Cheshire Fire and Rescue Service they considered the most important. Responding to fires (100%) was seen as most important, followed by responding to road traffic collisions (99%), major incidents (98%) and rescuing people from water (96%).

Regarding prevention and protection activity, prosecuting those who don't comply with fire safety regulations and undertaking prevention work in the community were seen as important by 95% of respondents, followed by conducting Safe and Well visits (93%); providing fire safety advice to local businesses (91%); working with young people (91%) and educating people on road safety (80%).

Consultees were asked if there was anything that, in their view, the Service should either change or stop doing. 22% of public comments expressed the view that the primary focus should be on core activities, while 16% highlighted the need to make best use of time and resources. An additional 16% of comments praised the Service for the work it undertakes. A further 22% of responses stated that the respondent had no further comment to make, with seven comments referencing fire cover within Chester.

Staff feedback highlighted concerns around targets for Safe and Well visits

Consultees were also canvassed for opinions of any issues or activities that the Service was currently not involved in that it should be. 17% of public comments supported broader prevention work in the community, for example engaging with young people or incorporating dementia awareness into Safe and Well visits. 8% of responses highlighted the importance of education e.g. road safety training and youth engagement, while a further 8% reiterated the need to focus on core activity. 37% of comments stated that there was nothing additional that the respondent had considered. Staff comments referenced support

for undertaking emergency medical response and suggested greater involvement with local authority planning and housing developments.

Communications

Staff were asked for views on internal communications channels as part of the consultation survey. This complemented a review of internal communications that was undertaken by the joint corporate communications team. The results and feedback from the consultation survey have been fed into this review.

Proposals for the future

Regarding the proposed development of a joint fire and police station at Crewe, 21% of public comments stated the need for both services to maintain their independence and separate identities. 17% of comments refer to considerations specific to the location, such as traffic and the local road networks. A further 12% of comments supported the idea in principle. Staff comments also reflected the desire for both organisations to retain their separate identities and consideration should be given to ensure that staff who do not regularly use the station and members of the community can still easily access the premises.

There were also comments from staff regarding how the Service can improve the recruitment and retention of on-call firefighters. Suggestions included streamlining the application process, using on-call for more standby and cover moves, as well as greater flexibility concerning on-call contracts.

Overall

Overall, 70% of public respondents and 46% of staff expressed support for the proposals as set out in the draft Plan. A further 38% of staff indicated that they neither supported nor opposed the draft Plan. Consultees were also able to provide any further comments they wished to make.

21% of responses called for funding to be focused towards front-line activity, while 16% of comments referred to the provision of fire cover within Chester. 9% of responses questioned the programme of estates modernisation. 33% of responses stated that the respondent had no further comment to make.

3. The consultation programme

3.1 Overview of this year's approach

The table below outlines the engagement methods used for each of the key groups consulted during the 13-week period. Underpinning the entire approach was a survey, which posed questions relating to the various proposals set out within the draft plan and also more general public satisfaction surveys.

Group	Methods of engagement
Public	<ul style="list-style-type: none"> • Eight date consultation roadshow in major centres of population across Cheshire, Halton and Warrington. • Online survey accessible from the homepage of www.cheshirefire.gov.uk and in hard copy on request. • Media coverage and alerts via Facebook, Twitter and Google+ to publicise roadshow dates and raise awareness of ways to get involved with the consultation. • Postal surveys sent to members of the Cheshire, Halton and Warrington Race and Equality Centre's consultation panel. • Emails raising awareness of the consultation sent to various black, asian and minority ethnic (BAME), disability and community groups.
Staff	<ul style="list-style-type: none"> • A comprehensive programme of over 70 visits to teams across the organisation by senior managers. • Online survey accessible from the intranet homepage, together with a dedicated consultation intranet page which provided copies of the draft plan and supporting documentation. • Global emails to all staff and articles in <i>The Green</i> (weekly staff bulletin). • Meetings with Fire Brigades Union (FBU) representatives and regular meetings with trade union representatives through the Joint Consultation Negotiation Panel (JCNP) process.
Stakeholders	<ul style="list-style-type: none"> • Emails to key individuals, business groups and organisations on whom the proposals may have an impact, including community and voluntary groups and statutory partners. • Copies of the draft Plan and summary to all Members of Parliament. • Electronic copies of the summary draft Plan and summary to all unitary councillors and town/parish councils.

Over the next three sections, evidence is provided of the work undertaken to plan and promote key elements of the programme of consultation.

4. Consulting with the public

4.1 Consultation roadshows

The Service undertakes a programme of public 'roadshow' style events to support the consultation. This involves going to locations across Cheshire with high foot-fall (e.g. supermarkets) to engage with as many people as possible from a wide demographic profile.

The roadshows took place between 10th October and 21st November 2018 and were staffed by members of the Cheshire Constabulary and Cheshire Fire and Rescue Service Joint Corporate Services, each of whom were briefed with knowledge of the proposals within the plan. They were therefore able to talk with confidence to members of the public and encourage them to complete the survey at home to return to the Service's freepost consultation address.

Roadshows were scheduled to last for up to three hours, with the aim of distributing 250 bags at each location, with the new '#TestItTuesday' tote bags containing:



- A copy of the summary document (an example is provided in appendix one of this report)
- A copy of the survey for residents (an example is provided in appendix one of this report)
- A freepost envelope and a pen
- Safety information promoting the Service's 'How safe is your home' safety check campaign and winter driving campaigns.

A total of eight roadshows were held across Cheshire, which saw 2,000 consultation packs distributed to residents. The table below provides greater detail on levels of response from the roadshows.

Location	Surveys Distributed	Surveys Returned
Chester, Morrisons	250	14
Ellesmere Port, ASDA	250	38
Crewe, ASDA	250	37
Macclesfield, Sainsburys	250	44
Runcorn, ASDA	250	36
Birchwood, ASDA	250	47
Widnes, Tesco	250	47
Warrington, Tesco	250	34
2019/20 Draft Plan Consultation Roadshow Total	2,000	516

Safety advice

Safety literature was distributed with the survey packs at each of the roadshows. For this consultation, it was decided to promote the Service's 'How safe is your home?' safety check campaign and the Service's winter driving campaign. Surveys, summaries, pens & freepost return envelopes and giveaways carrying the relevant safety messages were distributed in branded cotton tote bags.

Although the aim of the roadshows was to engage people regarding the proposals within the draft annual action plan, staff inevitably took enquiries from residents on other issues such as replacement smoke alarms, on-call recruitment and carbon monoxide detectors.

4.2 Cheshire, Halton and Warrington Race and Equality Centre

As with previous consultations, the Service contracted the Cheshire, Halton and Warrington Race and Equality Centre (CHAWREC) to distribute a copy of the summary and survey amongst their own 276-member strong consultation panel. Membership of the panel is drawn from ethnic minority communities from across Cheshire. A total of 70 responses were returned from CHAWREC, which provides for an overall response rate of 25.4% - well above average for postal returns.

4.3 Social Media and Online promotion

Efforts were made to ensure that the consultation was prominent on the Service's website www.cheshirefire.gov.uk and a 'Have Your Say' feature was on the homepage of the website throughout the consultation period. In addition, there were regular updates on the Service's social media platforms and the use of two paid-for advertisements on Facebook to extend the awareness of the consultation. A link was also provided within the Service's electronic FireLink newsletter.

Further details regarding the use of social media is contained within Appendix 1.

5. Consulting with staff and internal stakeholders

5.1 Team visits

A revised approach was taken to staff consultation for this year, with senior managers undertaking individual visits to each team across the organisation. Over 70 visits were undertaken during the consultation period.

The visits were scheduled to last for approximately two hours and as well as discussion around the IRMP and future plans for the Service, staff were also able to raise a range of issues that they wished to discuss. This wider feedback will form part of an ongoing staff engagement action plan and associated communications, which will be published separately.

Line managers in both operational and support roles were also invited to attend the Service's annual management briefing that was held at Headquarters on Tuesday 9th October 2018. The briefing ran through a range of issues including the proposals within the plan and other updates from across the Service.

5.2 Internal communications channels

The full range of internal communications channels were used to raise awareness of the consultation throughout the 13-week period. This included:

- A dedicated page on the Service intranet, plus a regular feature on the homepage of the intranet for the duration of the consultation.
- Articles in 'The Green', the Service's weekly newsletter.
- All-user emails informing staff of the consultation.
- Team visits by senior managers.

5.3 Consulting with representative bodies

The Service consulted with representative bodies through its existing Joint Consultative Negotiation Panel (JCNP) process with Fire Authority Members, Principal Officers and senior managers. Representative bodies were also invited to attend the Members Planning Day on 11th January 2019 to provide their responses to the consultation.

Responses from representative bodies are provided to accompany this report.

6. Consulting with stakeholders

6.1 Approach to stakeholders

Through the course of several consultations, the Authority has adopted and refined a systemised process for identifying and engaging its stakeholders throughout the consultation process.

This included ensuring relevant partners and stakeholders were informed about the consultation process, including ways to have their say and were able to obtain information about the draft proposals.

In general, partners were communicated with via an email message which set out the proposals that were being consulted on and provided contact details for those wishing to respond. A summary of the plan was also included to enable recipients to learn about the proposals being consulted on.

6.2 Stakeholder email

One of the key methods of engagement with stakeholders was the use of an electronic mailout.

Over 250 individuals and organisations on the Service's stakeholder database were written to or emailed with a paper or electronic copy of the summary plan and a link to a dedicated online survey for partners.

The letter and email read as follows, with slightly different versions tailored to various audiences such as Members of Parliament, voluntary bodies and public sector partners.

Dear

As you may already be aware, Cheshire Fire Authority is currently consulting on its draft Plan for 2019/2020. The consultation runs until January 4th 2019, so if you would like to provide feedback or comment on the draft Plan, please do so before then. As local councillors and representatives, I would very much welcome your thoughts and comments on the draft Plan and encourage you to provide your feedback to consultation@cheshirefire.gov.uk

The draft Plan sets out key risks facing Cheshire and outlines how fire and rescue services are delivered to mitigate and address these risks through our prevention, protection and response functions. It also explains how Cheshire Fire Authority is funded and provides information on savings requirements to 2020/2021. To meet this, the Authority is proposing to increase its precept by 2.99% in 2019/2020. The current precept stands at £75.48 per year for a Band D equivalent property.

The draft Plan for 2019/2020 is the final annual plan to support the Authority's Five Year Strategy, 'Planning For a Safer Cheshire 2015-2020'. The previous five years have seen a significant amount of change across the organisation to improve efficiency and meet required savings as a result of reductions in central funding. As this programme reaches a conclusion, I feel it is appropriate to engage with my workforce to enable them to influence the future direction of the Service. This engagement, which will be supported by a staff engagement survey, will inform future plans and priorities as a 'whole service review' is undertaken.

This review will progress during the forthcoming year and align the priorities of the organisation to future resources and funding. While work on this review is underway, the outcomes will be subject to consultation in future plans.

Enclosed with this email is a full copy of the draft Plan for 2019/2020 and a shorter summary document. I look forward to receiving any comments you may have.

Yours sincerely,

Mark Cashin
Chief Fire Officer and Chief Executive
Cheshire Fire and Rescue Service

6.3 Stakeholder responses

Copies of written responses from stakeholders are included in an appendix to this report. So too is a list of organisations that were communicated with.

6.4 Key Stakeholders

The Service wrote directly to all 11 Cheshire Members of Parliament (MPs) and provided copies of both the summary draft plan and the full draft document. The Service also contacted councilors in each of the four unitary authorities; Cheshire East, Cheshire West and Chester, Halton and Warrington, as well as other statutory partners.

6.5 Local Town and Parish Councils

An email message was sent to the clerks of all town and parish councils within Cheshire. This message mirrored the text contained in the message attached on the previous page and encouraged local councils to respond through submitting a written response. A list of all town and parish councils that were sent consultation material is included as an Appendix to this report.

6.6 Other stakeholders

Correspondence was also sent to the various equality and diversity teams at local authority partners with a request to cascade the message to their relevant contacts within local community, faith and voluntary groups. The Service contacted Cheshire representatives of the UK Youth Parliament (UKYP) and college pastors, encouraging members and service users to submit their views and comments.

7. Feedback, evaluation and communicating outcomes

The following section outlines the proposed methods to communicate the outcomes of the consultation and provides details on the review and evaluation of consultation activity. As with other consultation programmes, each consultation will be reviewed to ensure continued improvement and that the Service can continue to engage effectively with a wide and representative range of communities across Cheshire.

7.1 Feedback

Following the decisions taken by Members and subject to final approval of the plan, feedback on the consultation will be provided to those who participated in the process. This feedback will be communicated to the public, staff and stakeholders via the following methods:

Public

- Press releases
- Next years' Annual Report
- Using the Service's website and social media channels.
- Letters/emails to those who submitted written statements.

Staff

- Departmental and team briefings
- Articles within internal newsletters and bulletins
- Internal email messages

Stakeholders

- Correspondence to elected councillors and local partners.
- Responses to written statements submitted
- Email messages to the stakeholders who participated.

7.2 Evaluation

Following evaluation of previous consultation programmes, it was decided to continue to focus the roadshows on areas of high population and high footfall; with roadshows situated at supermarkets wherever possible so that staff could engage with a high number and wide demographic range of residents. The main giveaways this year were leaflets and the newly designed tote bags with the 'Test it Tuesday' message to act as a draw to encourage people to respond.

A further evaluation will be held following this consultation which will consider the effectiveness of partner, staff and stakeholder consultation; as well as an evaluation of media and social media engagement.

7.3 Accessibility

The consultation section of the Service's website – itself designed to be accessible to people with special information needs and with a translation function – made it clear that information about the proposals and the survey was available in alternative languages and formats, such as large print, Braille and audio on request.

8. Detailed results

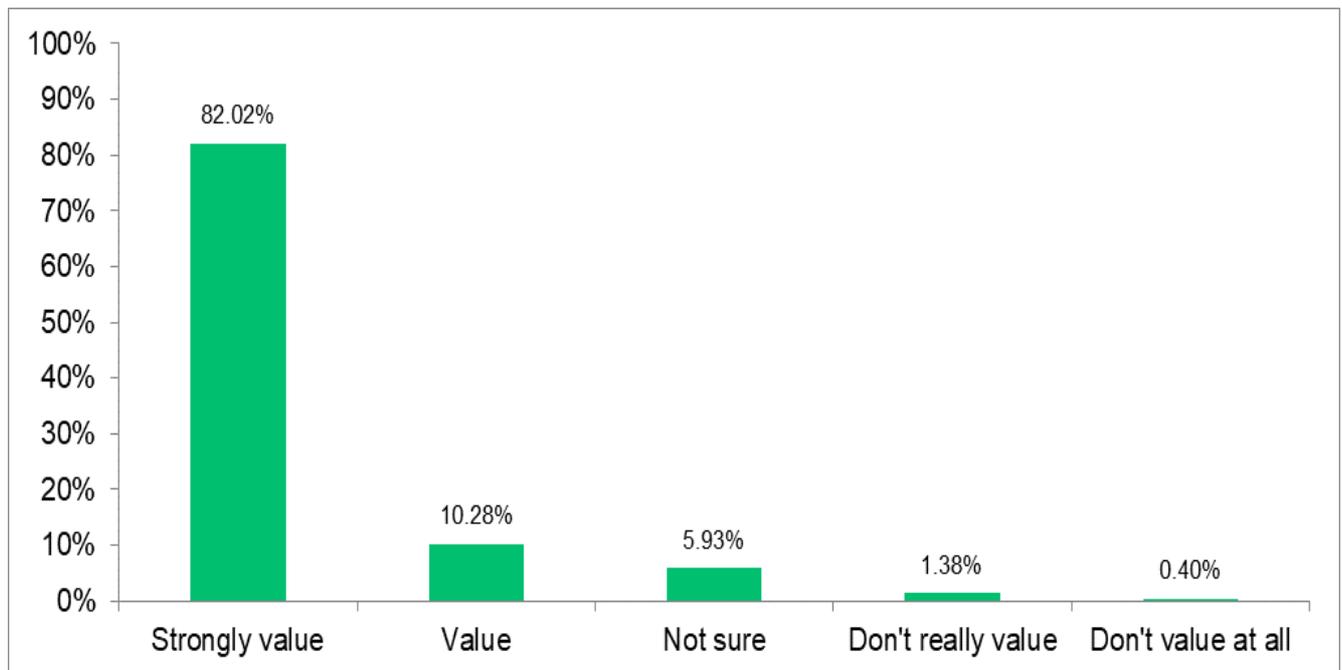
The number of responses received from the public consultation totaled 516. This level of response means that the results displayed give a confidence rate (margin of error) of +/- 4.31%. This level of response also enables the Service to have 95% confidence that the results fall within the +/- 4.31% range.

This section sets out survey responses from the residents and staff in greater detail. The legend underneath each chart shows how many individuals from each group answered that particular question and the overall level of support or agreement from each group to the proposal.

8.1 Public Survey

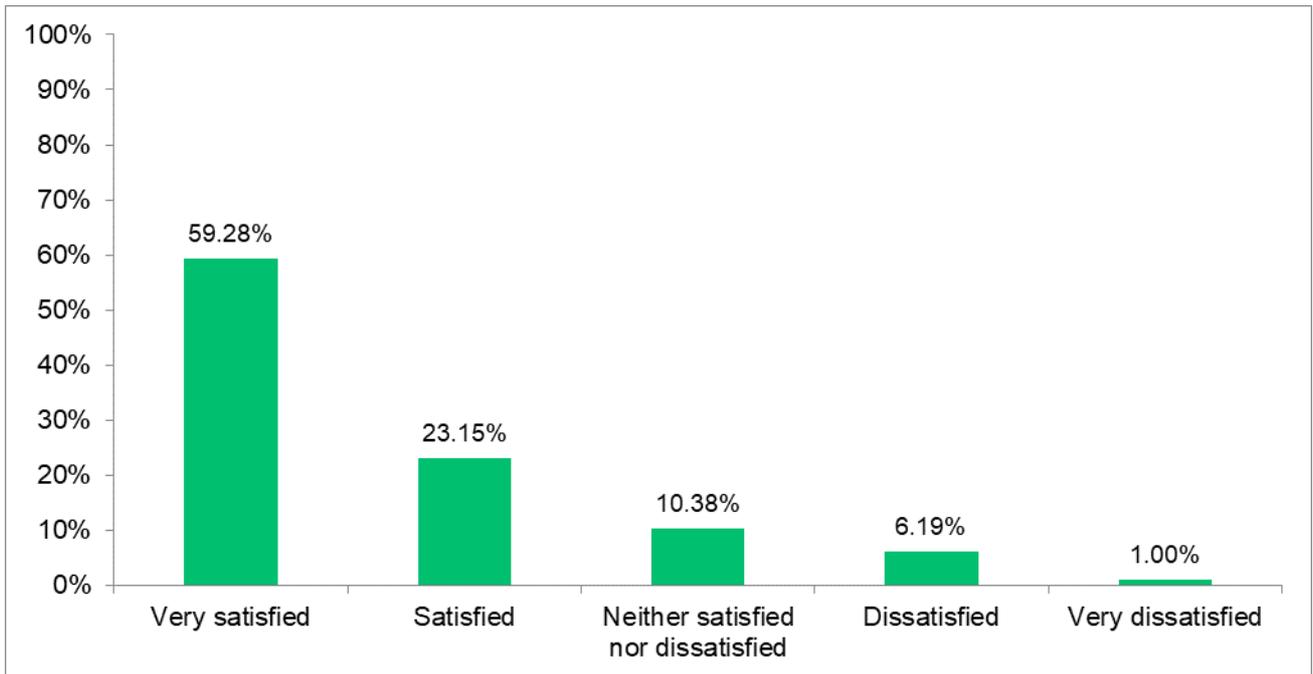
Your Fire and Rescue Service

Question 1: How strongly do you value Cheshire Fire and Rescue Service as a local service provider?



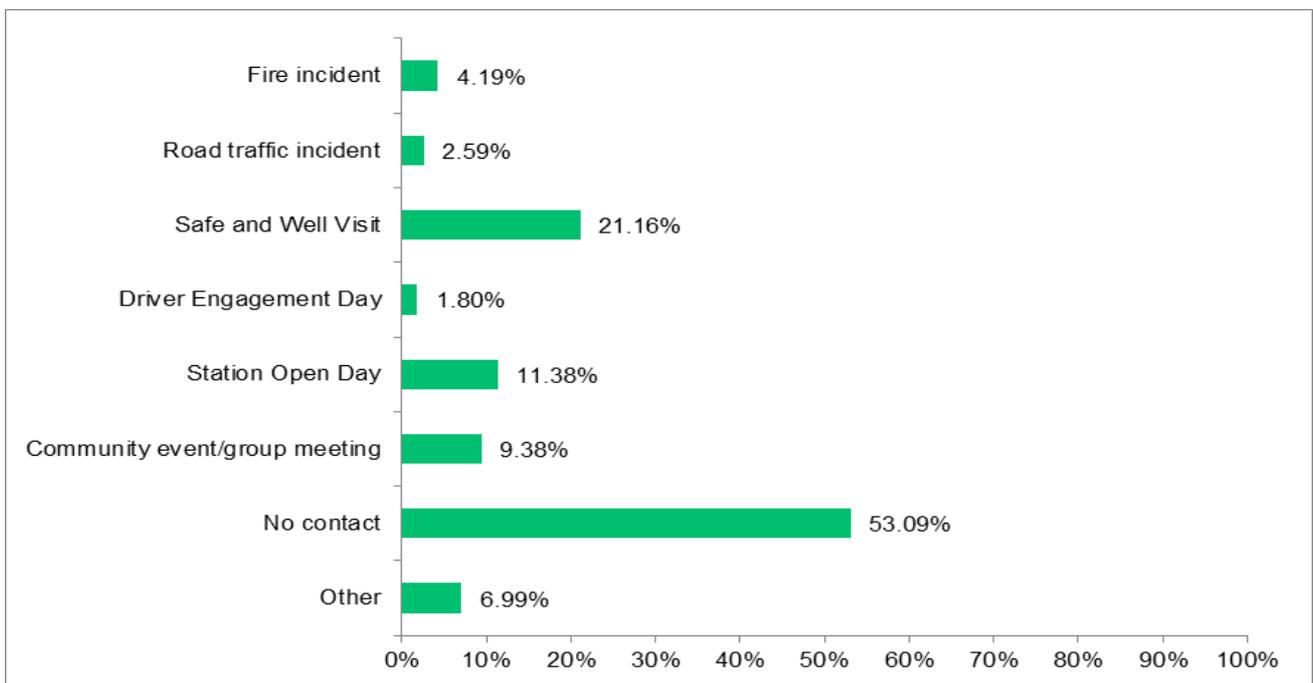
Public n=506

Question 2: Taking everything into account, how satisfied are you with the overall performance of Cheshire Fire and Rescue Service?



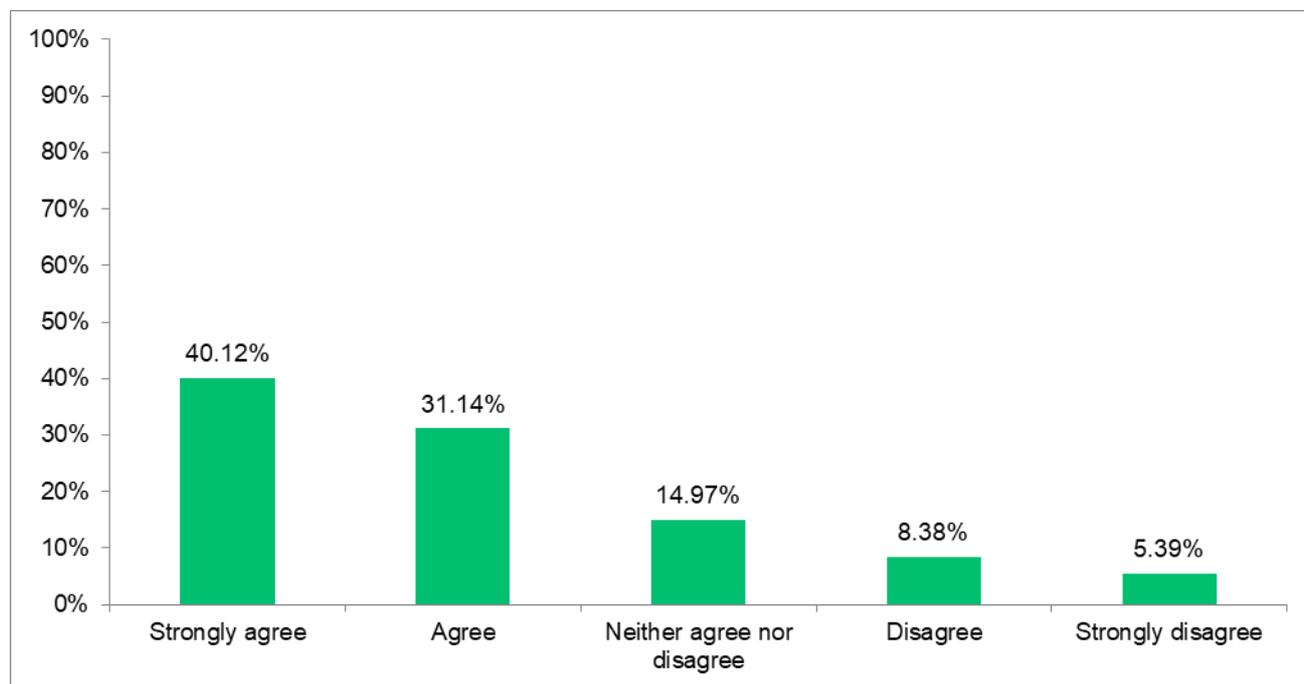
Public n=501

Question 3: In the past three years, have you had contact with Cheshire Fire and Rescue Service in the following ways?



Public n=501

Question 4: Cheshire Fire Authority currently collects £75.48 per year (£1.45 per week) in Council Tax for a Band D property to provide a fire and rescue service to the communities of Cheshire, Halton and Warrington. To what extent do you agree or disagree that this represents value for money?



Public n=501

Service Priorities

Question 5: How important is it to you that Cheshire Fire and Rescue Service carry out the following?

	Very important	Quite important	Not very important	Not at all important	Don't know
Respond to fire incidents	99.01%	0.60%	0.20%	0.00%	0.20%
Respond to road traffic collisions	88.84%	10.16%	0.40%	0.00%	0.60%
Rescue people from water	83.67%	12.75%	2.59%	0.40%	0.60%
Rescue trapped animals	42.17%	37.75%	15.26%	4.02%	0.80%
Respond to some medical emergencies in certain locations	61.19%	25.74%	5.35%	4.75%	2.97%
Help to respond to major incidents (terrorism, industrial incidents, flooding)	91.05%	7.95%	0.80%	0.00%	0.20%
Provide fire safety and health advice and fit smoke alarms in the local community	63.22%	30.22%	4.57%	1.39%	0.60%
Educate people on road safety	47.42%	32.54%	12.90%	6.15%	0.99%
Work with young people to prevent fires and anti-social behaviour	65.67%	25.20%	6.75%	1.79%	0.60%
Undertake fire prevention work in the local community (visiting schools, preventing arson etc)	65.01%	29.62%	2.98%	1.99%	0.40%
Provide fire safety advice to local	56.91%	33.87%	6.01%	2.61%	0.60%

businesses					
Prosecute businesses who don't comply with fire safety regulations	78.29%	17.13%	2.19%	1.00%	1.39%

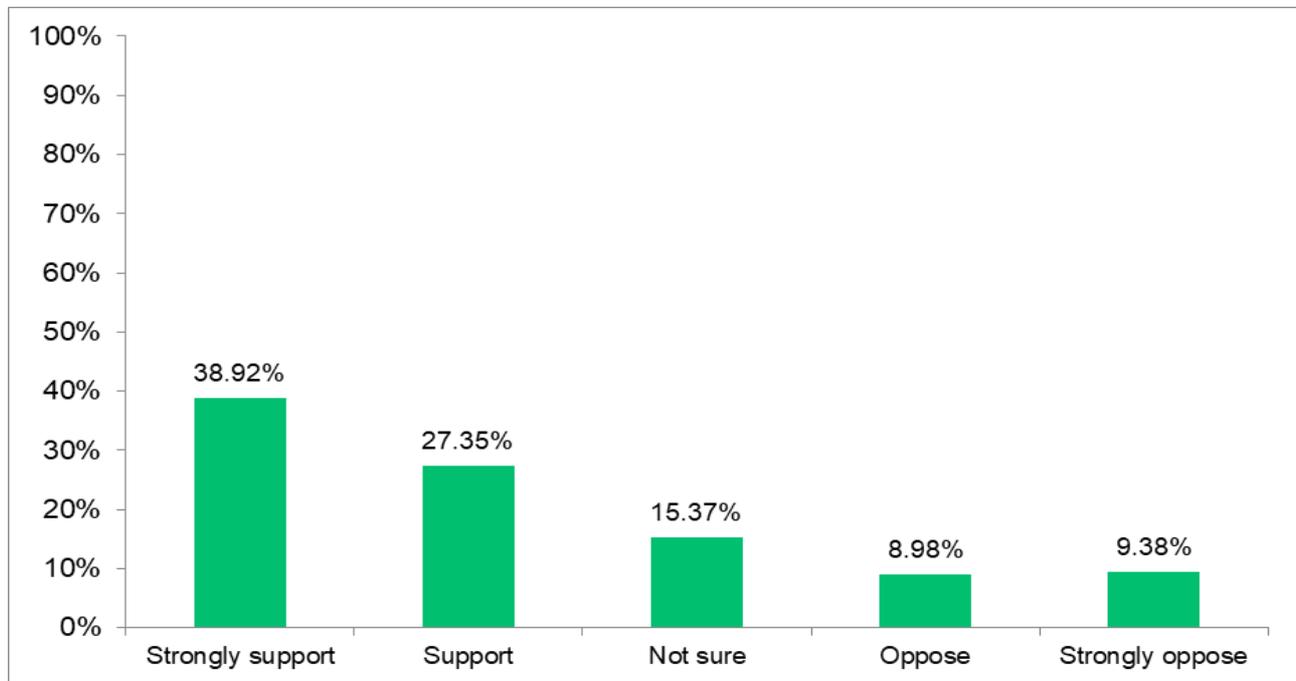
Public n=505

Question 6: Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing? (Please note that free text responses to this question are included within appendix 5).

Question 7: Are there any activities or issues Cheshire Fire and Rescue Service is not currently involved in that you think it should be? (Please note that free text responses to this question are included within appendix 5).

Our plans for the future

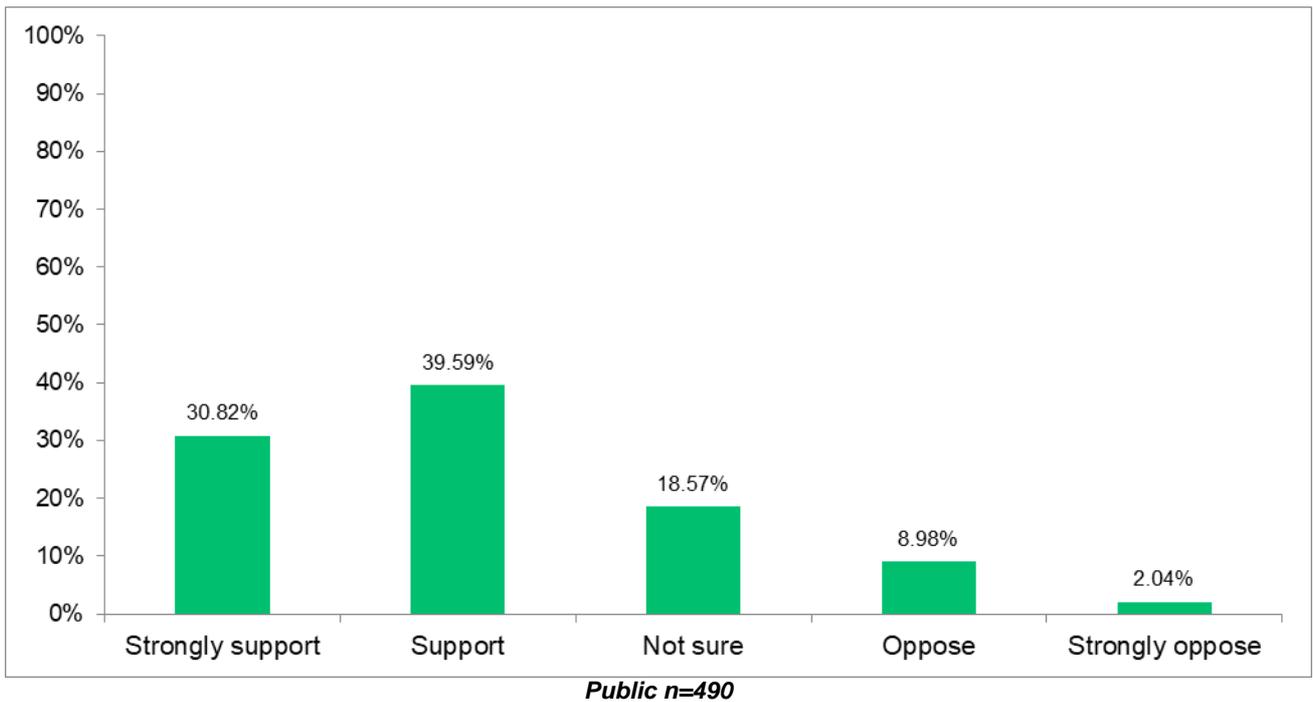
Question 8: Do you support Cheshire Fire Authority's proposal to increase its share of council tax by 2.99% in 2019/2020?



Public n=501

Question 9: Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (Please note that free text responses to this question are included within appendix 5).

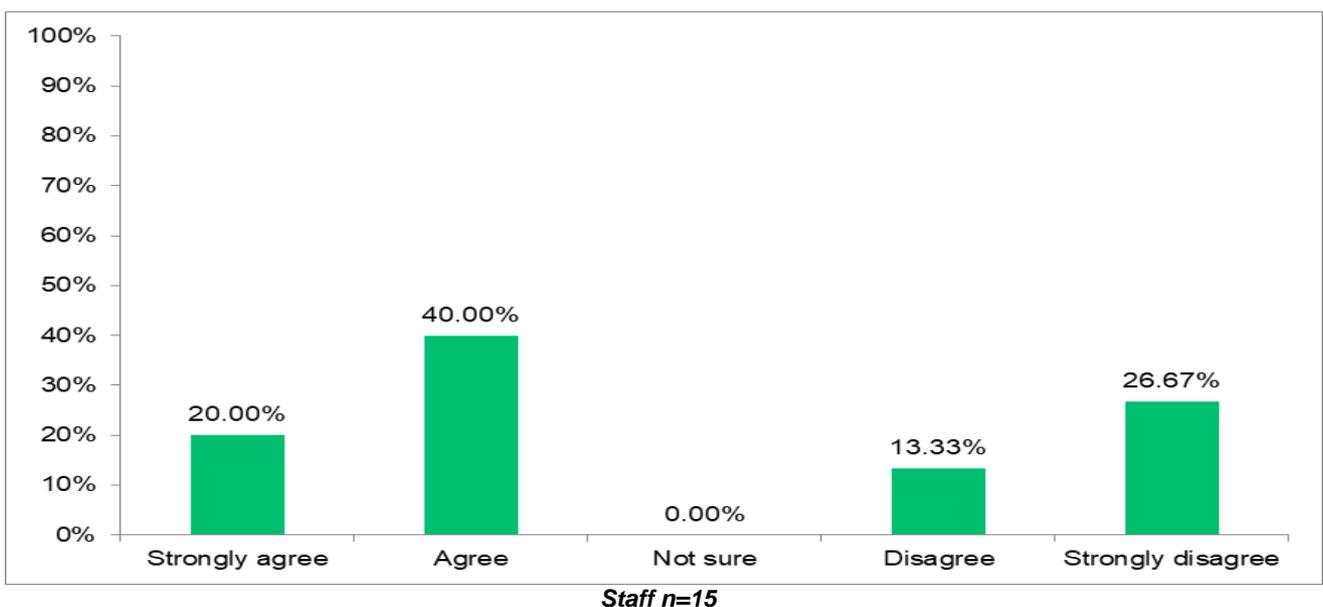
Question 10: Overall, to what extent do you support our plans for 2019/2020 as laid out in our draft Integrated Risk Management Plan?



Question 11: Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan? (Please note that free text responses to this question are included within appendix 5).

8.2 Staff Survey

Question 1: To what extent do you agree that the Service currently has the right balance between prevention, protection and emergency response?



Question 2: What do you think that the top three priorities of the organisation should be? (Please note that free text responses to this question are included within appendix 6).

Question 3: What do you think are the three biggest risks facing the Service? (Please note that free text responses to this question are included within appendix 6).

Question 4: Is there anything that the Service currently does that you think it should either change or stop doing? (Please note that free text responses to this question are included within appendix 6).

Question 5: Are there any activities which the Service is not currently involved in that you think it should be? (Please note that free text responses to this question are included within appendix 6).

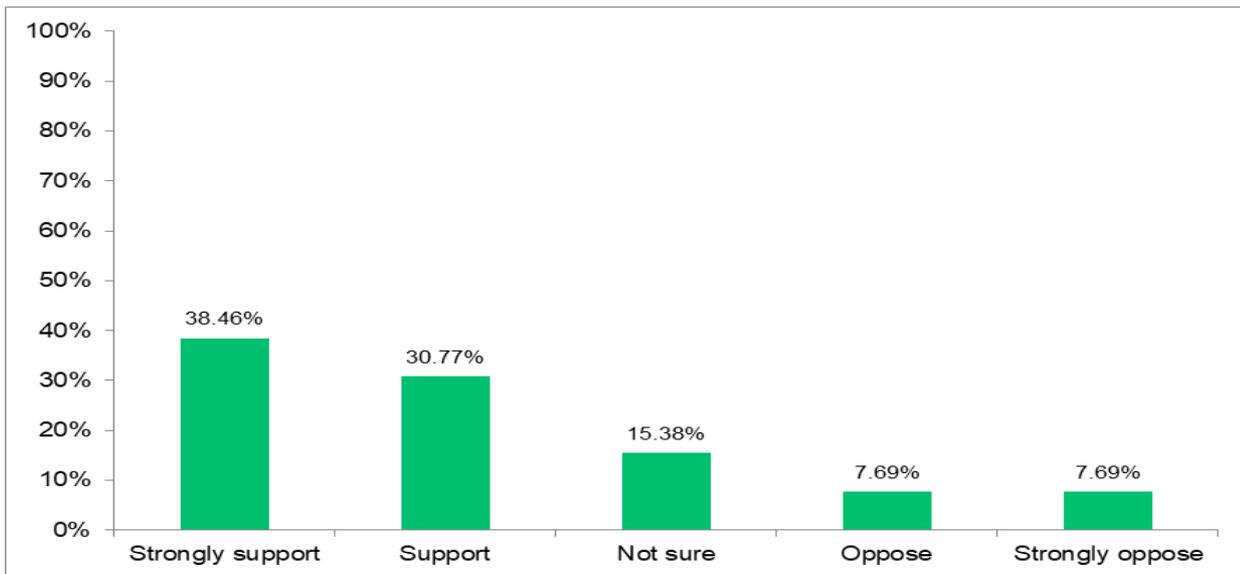
Question 6: How useful do you find any of the following for finding out information about the Service?

	Very useful	Quite useful	Neither	Not very useful	Not useful at all
The Green	21.43%	35.71%	35.71%	7.14%	0.00%
Alert Newsletter	23.08%	7.69%	38.46%	15.38%	15.38%
Intranet	28.57%	50.00%	21.43%	0.00%	0.00%
All-user emails	28.57%	42.86%	14.29%	14.29%	0.00%
Service social media accounts	30.77%	23.08%	15.38%	7.69%	23.08%

Question 7: Which sections of the intranet do you find most useful?
(Please note that free text responses to this question are included within appendix 6).

Question 8: Is there anything you would like to see introduced or changed to improve internal communications across the Service? (Please note that free text responses to this question are included within appendix 6).

Question 9: To what extent do you support Cheshire Fire Authority's proposal to increase its share of council tax by 2.99% in 2019/2020?

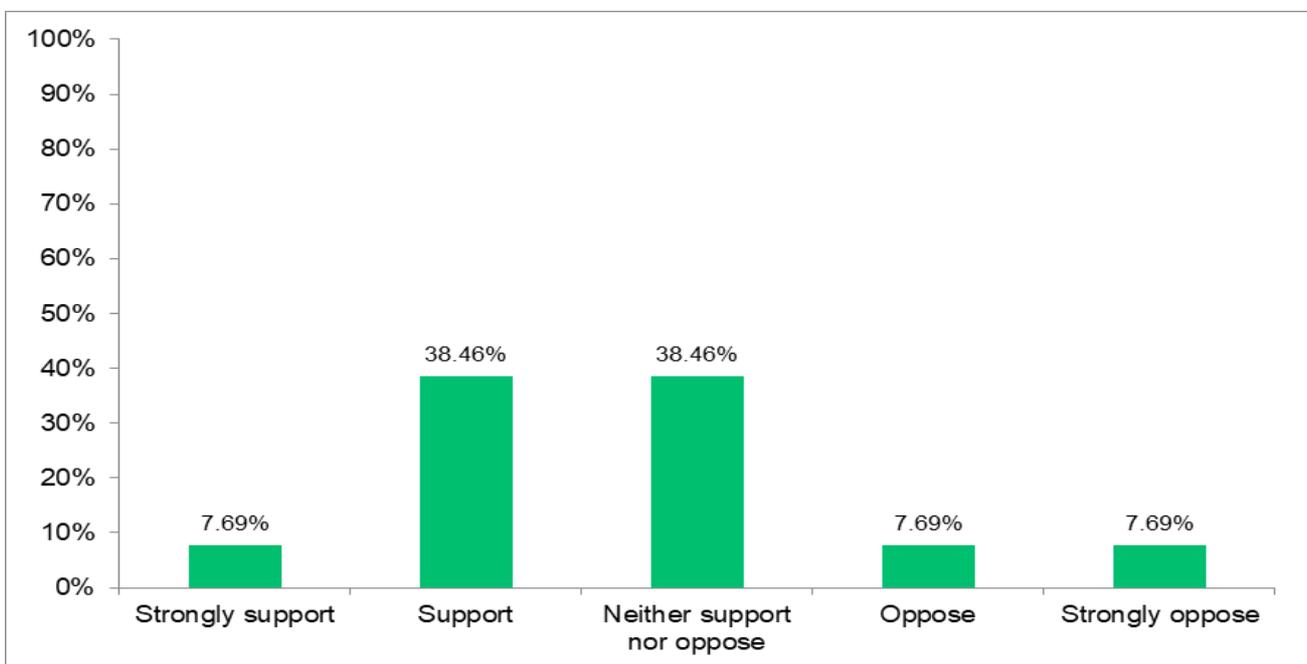


Staff n=14

Question 10: Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (Please note that free text responses to this question are included within appendix 6).

Question 11: Is there anything that you think that the Service should either introduce or change in order to improve how it recruits and retains on-call firefighters? (Please note that free text responses to this question are included within appendix 6).

Question 12: Overall, to what extent do you support our plans for 2019/2020 as laid out in the draft Integrated Risk Management Plan?



Staff n=13

Question 12: Are there any other comments that you would like to make in relation to the draft Integrated Risk Management Plan? (Please note that free text responses to this question are included within appendix 6).

9. Profile of Respondents

The following section provides an analysis of both public and staff respondents.

9.1 Public Response Demographics

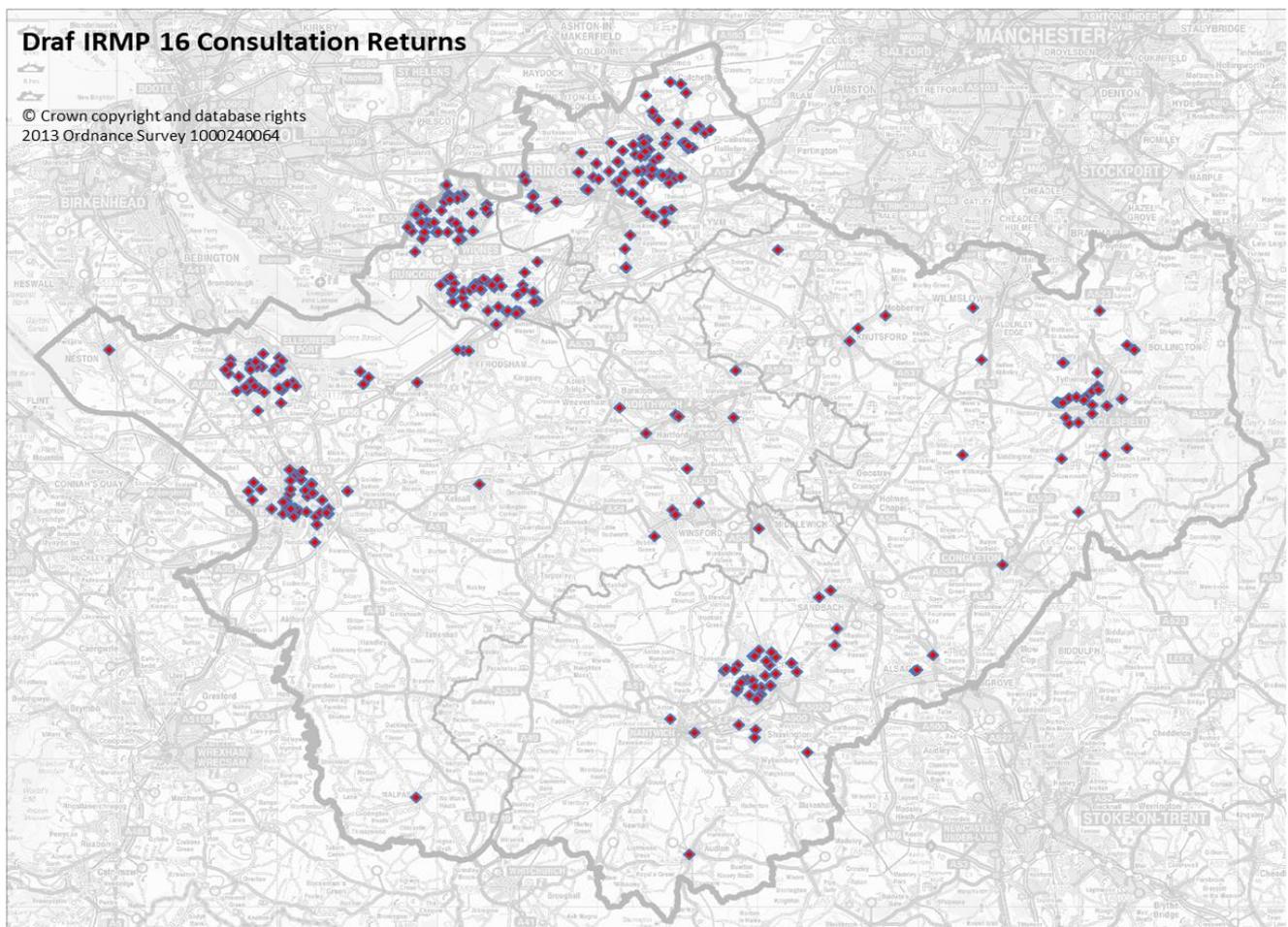
The following section will provide a demographic analysis of the responses provided by members of the public.

Which area do you live?

Unitary	Cheshire East	Cheshire West and Chester	Halton	Warrington
No. responses	126	166	94	110
% age of total	25.4%	33.5%	19%	22.2%

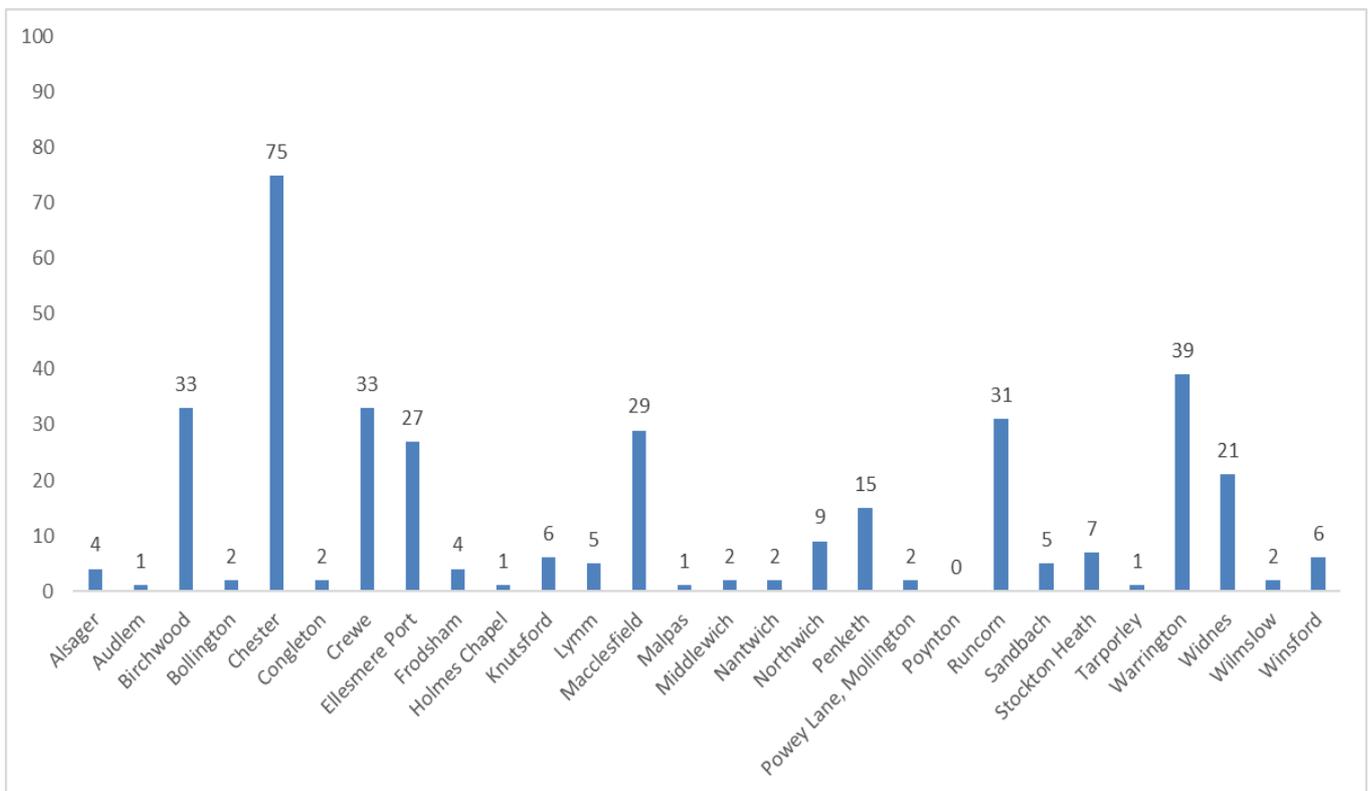
Public n=496

What is your postcode?



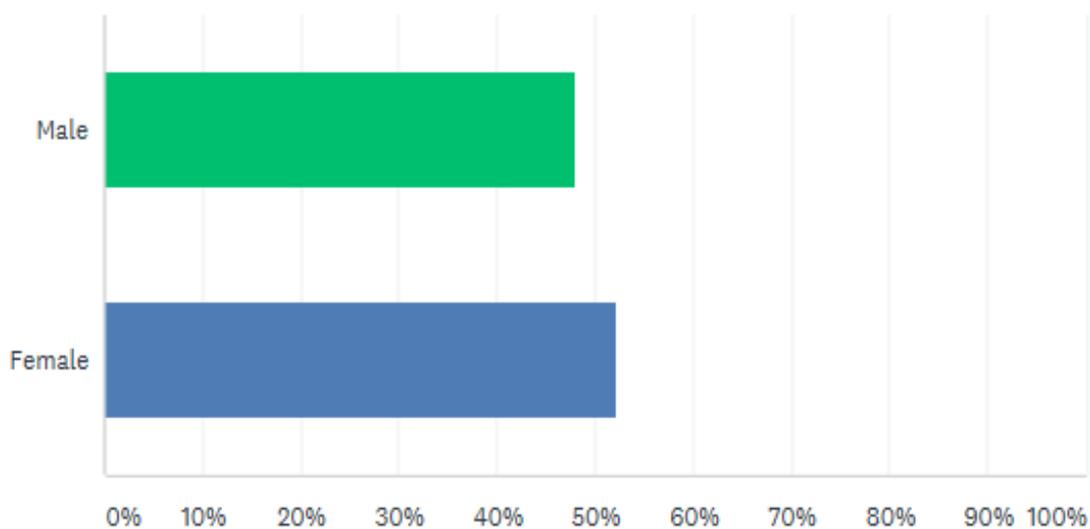
Public n=443

Where is your nearest fire station?



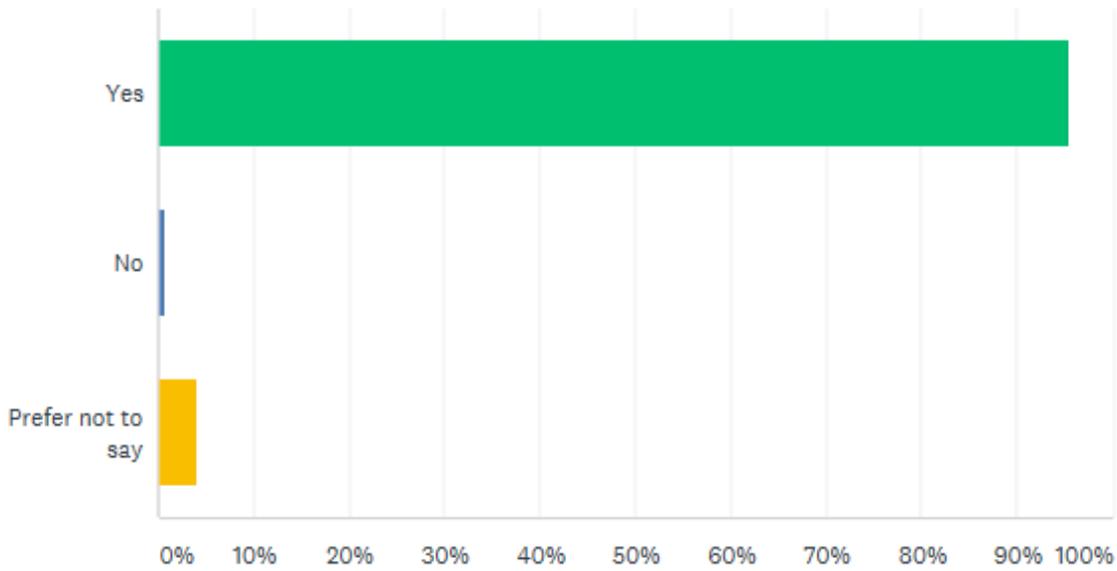
Public n=365

Gender



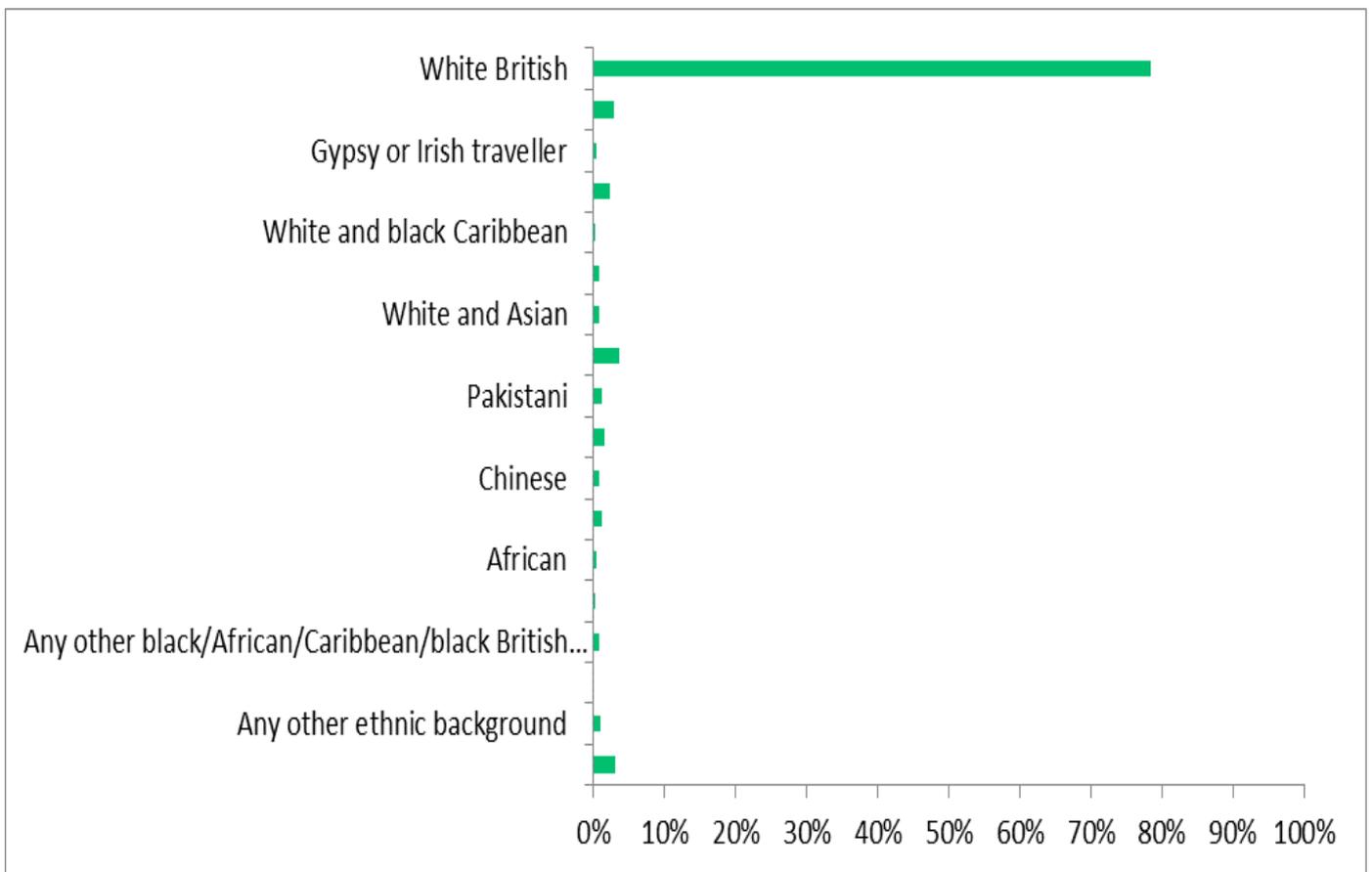
Public n=443

Is your gender the same as that assigned to you at birth?



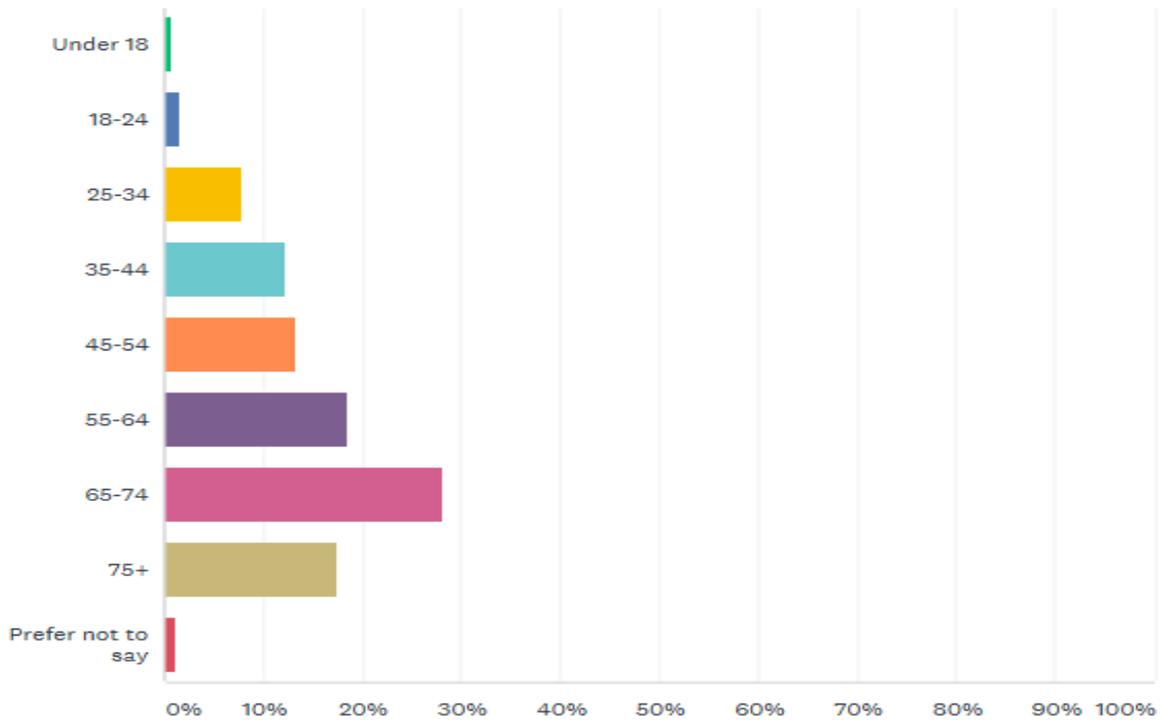
Public n=371

Ethnic Origin



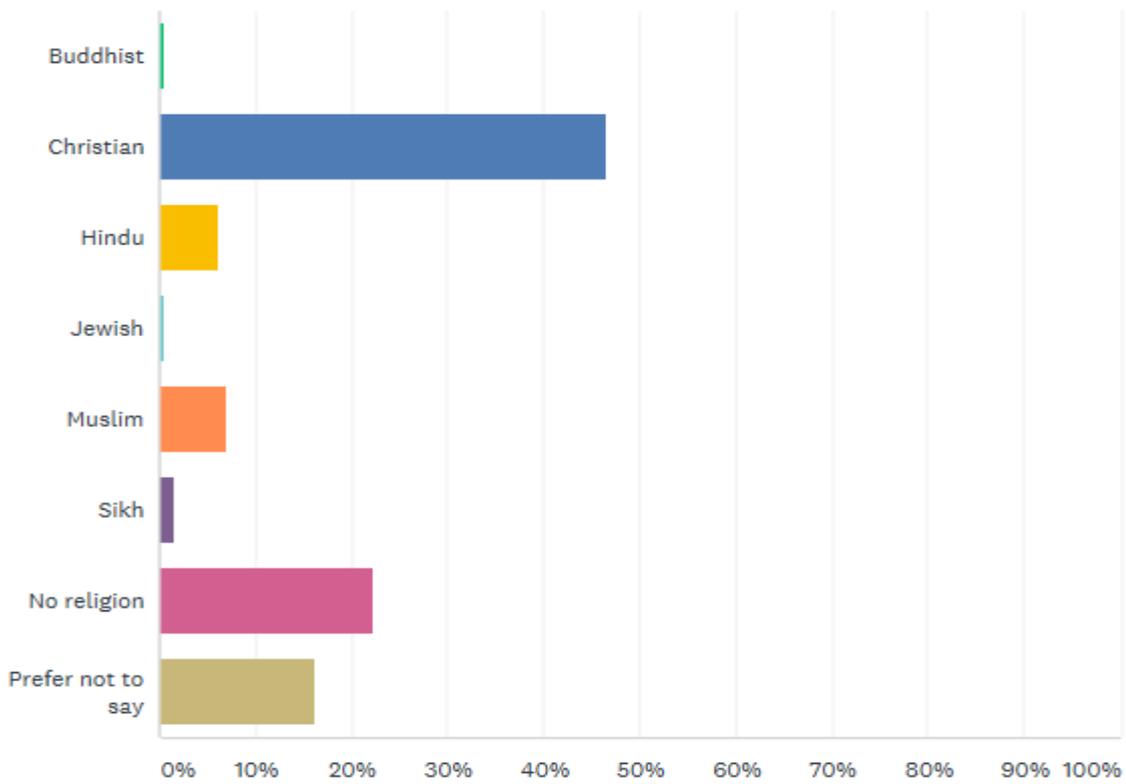
Public n=487

Age range



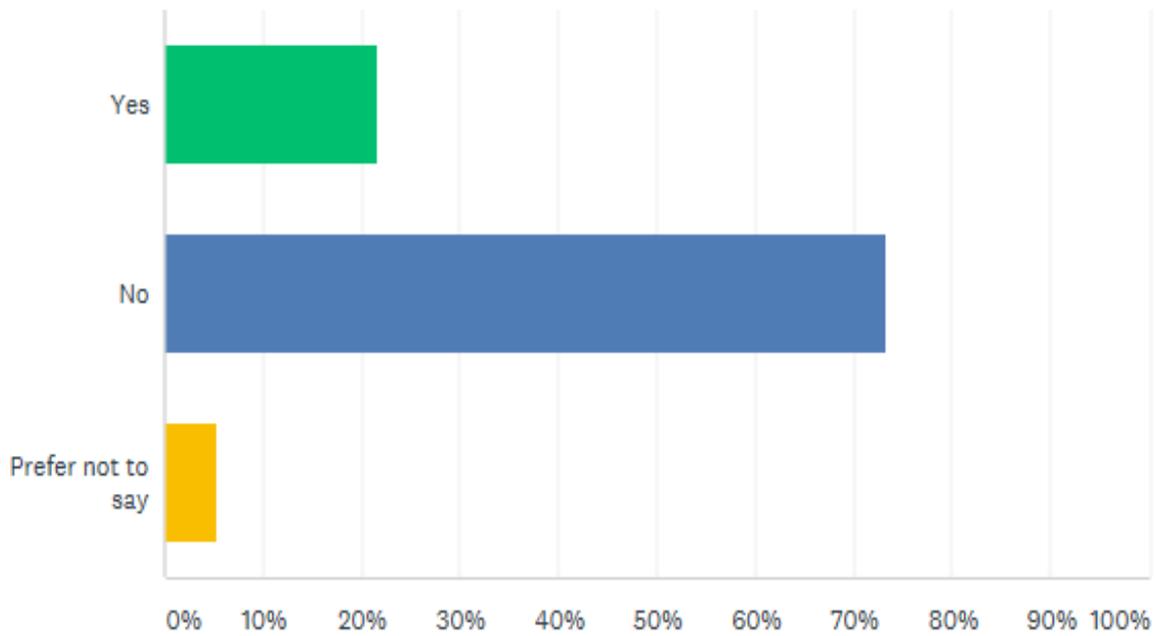
Public n=484

Religion



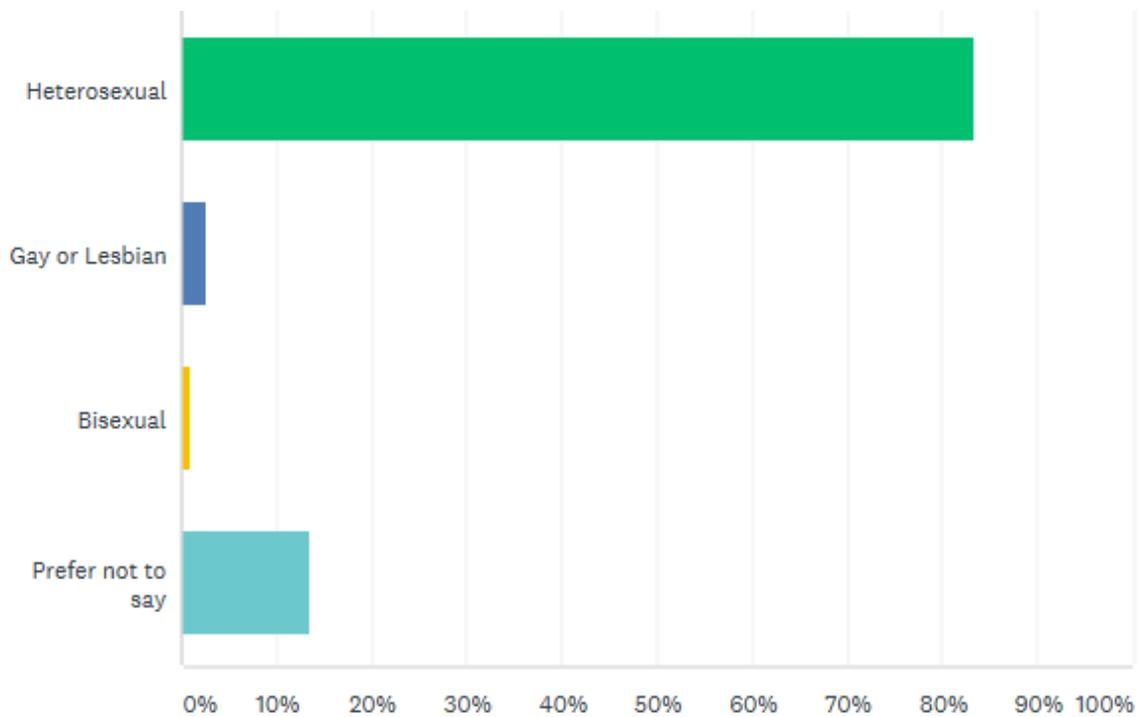
Public n=217

Do you consider yourself to have a disability?



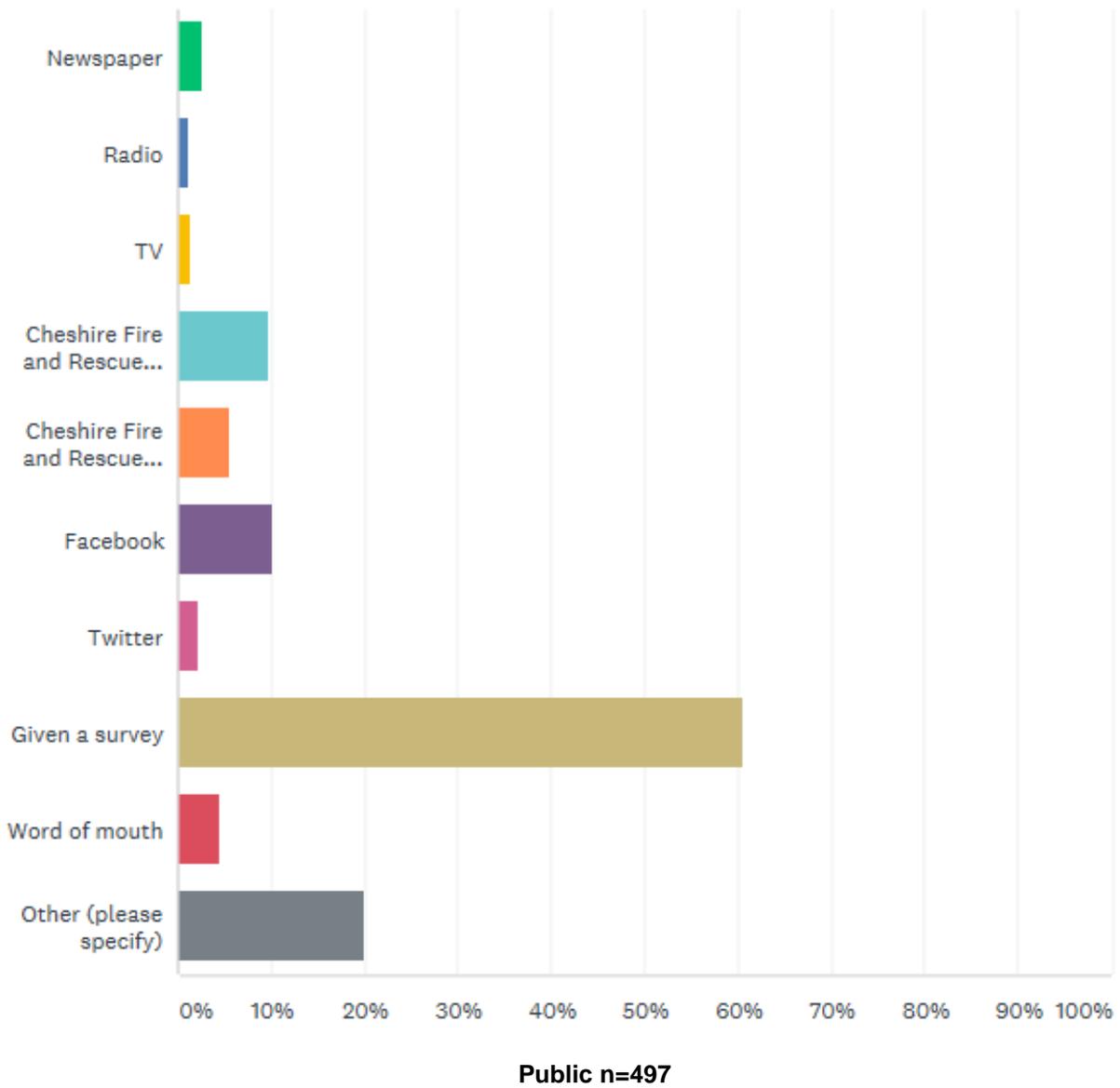
Public n= 421

Sexual Orientation



Public n= 408

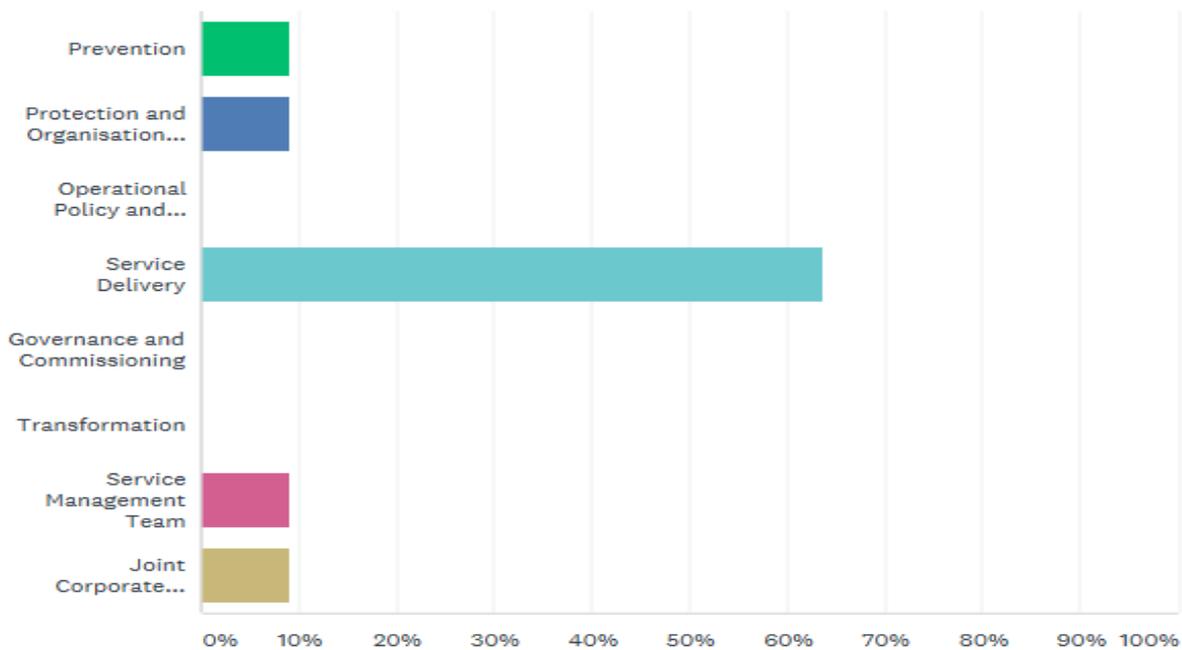
How did you hear about the consultation? (Tick all that apply)



9.2 Staff Response Demographics

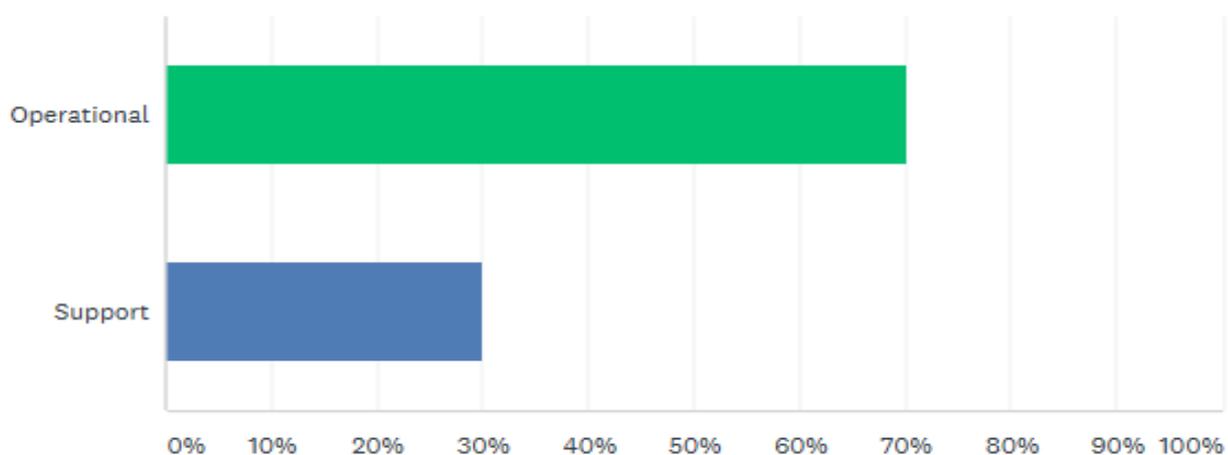
The following section will provide demographic details of staff respondents, broken down by question. Please note that due to the number of survey responses certain themes such as gender, age, ethnicity have been omitted to prevent the identification of individuals.

Respondents by department



Staff n=11

How respondents described their primary role



Staff n= 10

Where respondents are based for the greatest proportion of their time.

Location	% of responses
Bollington	10%
Chester	10%
Crewe	20%
Penketh	30%
Sadler Road	20%
Clemonds Hey	10%

Staff n=10

Appendix 1 – Social media coverage

Social media

In addition to the roadshows, the Service utilised its social media channels (shown below) to widen the reach of messages promoting the consultation. The Service's Facebook page currently has 17,615 people who 'like' it and receive updates, while 42,500 people follow the Service's Twitter feed.

Facebook

The Service made use of its Facebook account to raise awareness of the consultation and promote the roadshows that were held in each of the locations across Cheshire.

The table below lists the date and content of all consultation posts on the Service's

Facebook page

Date and content of consultation posts on the Service's Facebook page

Date	Content of post	People Reached	Clicks	Likes/Comments/Shares
03/10/2018	Launch post, Have Your Say	2,929	71	11/0/1
09/10/2018	Publication of roadshow dates, Have Your Say	3,006	13	7/0/1
10/10/2018	Promoting Chester roadshow	2,477	6	4/0/0
12/10/2018	Have Your Say	1,770	12	5/0/1
16/10/2018	Promoting Ellesmere Port roadshow	2,155	2	1/0/0
25/10/2018	Promoting Crewe roadshow	2,641	5	6/0/0
30/10/2018	Promoting Macclesfield roadshow	2,181	7	4/0/0
01/11/2018	Have Your Say	928	9	1/0/1
05/11/2018	Promoting Runcorn roadshow	2,667	9	4/0/0
09/11/2018	Promoting Birchwood roadshow	2,316	11	2/0/0
21/11/2018	Promoting Warrington roadshow	2,132	9	3/0/0
15/12/2018	Have Your Say	1,730	19	3/0/1
20/12/2018	Have Your Say	1,324	11	3/0/0

Paid for advertising

Two paid-for advertisements were ran on Facebook by the joint digital media team. The adverts were a general advertisement raising awareness of the consultation, which each ran for two weeks. Details of the adverts are below:

- The adverts reached a total of 42,296 Facebook users in total.
- The advert was shared 29 times.
- The first advert ran between 20th November – 4th December, the second between 20th December and 4th January.
- The two adverts each generated a comments feed. These are included within Appendix 4.

Twitter

'Tweets' were posted onto the Service's Twitter page, with each post tagged with a #HaveYourSay hashtag and also containing a link to the consultation page on the Service website.

Tweets on the Service's Twitter page

Date	Content of tweet	People Reached	Clicks	Retweets
03/10/2018	Launch post, Have Your Say	47,533	129	6
09/10/2018	Publication of roadshow dates, Have Your Say	47,340	14	3
10/10/2018	Promoting Chester roadshow	45,241	8	0
12/10/2018	Have Your Say	48,300	22	2
16/10/2018	Promoting Ellesmere Port roadshow	45,323	12	0
25/10/2018	Promoting Crewe roadshow	46,527	11	2
30/10/2018	Promoting Macclesfield roadshow	54,770	14	3
01/11/2018	Have Your Say	48,216	12	4
05/11/2018	Promoting Runcorn roadshow	45,524	11	0
09/11/2018	Promoting Birchwood roadshow	48,664	16	3
21/11/2018	Promoting Warrington roadshow	47,387	63	2
15/12/2018	Have Your Say	47,687	58	2
20/12/2018	Have Your Say	52,485	37	4

Use of the E-newsletter

The consultation was a feature of the Service's electronic FireLink newsletter, which was issued in October, November and December 2018. This was distributed via the Alert system to over 14,000 residents. A copy of the newsletter is included in the next Appendix.

Use of the Service's website

A page was created on the Service's website (www.cheshirefire.gov.uk/consultation) which summarised the ways in which people could have their say, provided a full and summary draft IRMP for download and a link to the online public survey. In addition, there was a regular feature placed prominently on the homepage of the website.

Key statistics relating to visits to the website are as follows:

Website traffic relating to the consultation		
	Page views	Unique visitors
Visits to www.cheshirefire.gov.uk from October 1 st 2018 to January 4 th 2019	347,919	125,923
IRMP specific web-page	1,802	1,455

Appendix 2 – Summary, Survey and FireLink Newsletter

The summary document was available from the Service’s website and intranet and hard copies were given out with the questionnaire and a response envelope. The survey was also handed out at the roadshows and was accessible through the Service’s website.

Draft Plan Summary

Draft IRMP 2019/2020: Summary

Making Cheshire Safer: Our Plans for 2019/20

Cheshire Fire Authority is the public body responsible for ensuring local communities are protected by an effective fire and rescue service.

In 2015 the Authority approved a five year strategy, 'Planning for a Safer Cheshire', that outlined challenges facing the organisation and set out the principles it would adopt in responding. This is supported by a series of annual action plans or Integrated Risk Management Plans (IRMPs) as they are also known.

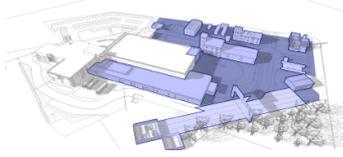
Our draft action plan, *Making Cheshire Safer: Our Plans for 2019-2020*, is the final action plan under this strategy and we would like your views on your fire and rescue service and our plans for the future. A full version of the IRMP and further information can be viewed on the Service's website www.cheshirefire.gov.uk

Focus on the future

Five years ago the Authority embarked on its Emergency Response Review to ensure it was able to respond to future demands in light of reduced central funding. This resulted in the implementation of a huge programme of activity; including changes to the way some stations were staffed; a new 10 minute response standard; the introduction of 12 hour firefighter shifts and the building of new fire stations in Alsager, Penketh and Mollington as well as a fire station and innovative safety and life skills centre at Lymm, Safety Central.

This work has ensured that the organisation has been able to make required revenue savings of over £8m and continue to develop its fire prevention work and provide firefighters with the best equipment to protect both them and the communities they serve.

Looking forward, the Authority has commenced work on a 'Whole Service Review' to align the provision of services to future resources and priorities. This review will set the direction of the Service for the period 2020-2024, with outcomes subject to consultation in future IRMPs.



Architect's drawing of the proposed new operational training centre at Sadler Road, Winsford

www.cheshirefire.gov.uk

This review will incorporate the outcomes of previous reviews including the crewing arrangements at Winslow and Penketh fire stations; the provision of the Authority's third aerial appliance; the second fire engine at Ellesmere Port fire station and the outcomes of the review of the Protection department. It will also be informed by incident and risk data, statistics, the outlook for public finances and feedback from consultation processes such as this.

As the Authority develops this review, we'd like you to let us know what you think our priorities should be and which activities you would like your fire and rescue service to undertake to improve the local community.

In addition to reviewing the way services are provided by the Fire Authority, we are proposing to increase our share of council tax (called its precept) for 2019/2020 by 2.99% to help balance its budget and want you to let us know your views.

Council tax currently accounts for about 65% of the Fire Authority's funding, with the remaining 35% consisting of central government funding. The Authority levies £75.48 per year (£1.45 per week) in council tax on a Band D equivalent property in Cheshire. It has a four-year financial settlement with the Government in place until 2020/21. While this provides some certainty over the level of central funding up to 2020/2021, the Authority needs to make revenue savings of £1.4m from its day-to-day operations by that point.

Additionally, during 2019/2020 the Authority will continue its programme of work to improve the duty system for on-call firefighters and conduct an engagement survey of its staff. Subject to planning permission, it will commence building of a replacement, fit for purpose fire station in Chester on the site of the existing building on St Anne Street.

The Authority will also progress the development of a new operational training centre on its Sadler Road site in Winsford and commence a programme of modernising some of its fire stations and other properties. It will also start plans to construct a new joint fire and police facility on the site of the existing fire station in Macon Way, Crewe, alongside Cheshire Constabulary and the Police and Crime Commissioners. These capital programmes will be funded by using the Authority's reserves and borrowing where required.

Have Your Say

We are currently consulting on our draft IRMP for 2019/2020, so please take the opportunity to have your say and help shape the future of your fire and rescue service.

Our consultation is open until Friday 4th January 2019, so if you were given this form at one of our consultation roadshows, please fill in the survey accompanying this summary and post it (no stamp required) to FREEPOST CHESHIRE FIRE CONSULTATION before then. Alternatively, you can fill out our consultation survey online by visiting our website www.cheshirefire.gov.uk.

You can also contact us via Twitter (@CheshireFire), Facebook (Cheshire FRS), by emailing consultation@cheshirefire.gov.uk or calling 01606 868700.

If you require this document in an alternative language or format, please get in touch using the details above.

 Join our Facebook page [CheshireFRS](https://www.facebook.com/CheshireFRS)  Follow us on Twitter [@CheshireFire](https://twitter.com/CheshireFire)  Use the free Risk Ruler app to risk assess your home. Visit www.cheshirefire.gov.uk for more information.

Cheshire Fire & Rescue Service
Winsford, Cheshire
CW7 2UA www.cheshirefire.gov.uk

Draft Plan Consultation Survey



Have YOUR say on MAKING CHESHIRE SAFER

Our Integrated Risk Management Plan (IRMP) 2019-20

Thank you for taking time to complete this questionnaire and telling us what you think about our plans. Please ensure you read the draft Integrated Risk Management Plan or summary before completing the form. If you require more information or would like to see a copy of the full plan please visit www.cheshirefire.gov.uk



www.cheshirefire.gov.uk

Overall satisfaction

Q.1 How strongly do you value Cheshire Fire and Rescue Service as a local service provider?
 Strongly value Value Not sure Don't really value Don't value at all

Q.2 Taking everything into account everything that you know about the service, how satisfied are you with the overall performance of Cheshire Fire and Rescue Service?
 Very satisfied Satisfied Not sure Dissatisfied Very Dissatisfied

Q.3 In the past three years have you had contact with Cheshire Fire and Rescue Service in any of the following ways (tick all that apply)?
 Fire incident Road traffic incident Safe and Well visit Driver Engagement Day Station Open Day
 At a community event/group meeting Other (please give details) _____
 No, I have not had contact with them in the past three years

Funding

Q.4 Cheshire Fire Authority currently levies £75.48 per year (£1.45 per week) in Council Tax for a Band D property to provide a fire and rescue service to the communities of Cheshire, Halton and Warrington. To what extent do you agree or disagree that this represents value for money?
 Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

Service priorities

Q.5 How important to you is it that Cheshire Fire and Rescue Service carry out each of the following?

Respond to fire incidents
 Very important Quite important Not very important Not at all important Don't know

Respond to road traffic collisions
 Very important Quite important Not very important Not at all important Don't know

Rescue people from water
 Very important Quite important Not very important Not at all important Don't know

Rescue trapped animals
 Very important Quite important Not very important Not at all important Don't know

Respond to some medical emergencies
 Very important Quite important Not very important Not at all important Don't know

Help to respond to major incidents (terrorism, industrial incidents, flooding)
 Very important Quite important Not very important Not at all important Don't know

Provide fire safety and health advice and fit smoke alarms in the local community
 Very important Quite important Not very important Not at all important Don't know

Educate people on road safety
 Very important Quite important Not very important Not at all important Don't know

Work with young people to prevent fires and anti-social behaviour
 Very important Quite important Not very important Not at all important Don't know

Undertake fire prevention work in the local community (visiting schools, preventing arson etc)
 Very important Quite important Not very important Not at all important Don't know

Provide fire safety advice to local businesses
 Very important Quite important Not very important Not at all important Don't know

Prosecute businesses who don't comply with fire safety regulations
 Very important Quite important Not very important Not at all important Don't know

Q.6 Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing?

Q.7 Are there any activities or issues which Cheshire Fire and Rescue Service are not currently involved in that you think it should be?

Our plans for the future

Q.8 Do you support Cheshire Fire Authority's proposal to increase its share of Council Tax by 2.99% in 2019/20?
 Strongly support Support Not sure Oppose Strongly oppose

Q.9 Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe?

Q.10 Overall, to what extent do you support our plans for 2019/2020 as laid out in our draft Integrated Risk Management Plan?
 Strongly support Support Not sure Oppose Strongly oppose

Q.11 Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan?

continue overleaf

About You

We ask the following questions to make sure we are engaging with people from all over Cheshire. The data we collect is used in accordance with the Data Protection Act and we will not share the information you provide below with third parties. You can find out more about why we collect this data via our website www.cheshirefire.gov.uk

Which area do you live in?
 Cheshire East Halton
 Cheshire West and Chester Warrington

Your postcode: _____

Where is your nearest fire station? _____

Gender
 Male Female

Is your gender the same as that assigned to you at birth?
 Yes No

Age range Under 18 18-24 25-34 35-44 45-54 55-64 65-74 75+

Ethnic origin

<input type="checkbox"/> White British	<input type="checkbox"/> White Irish
<input type="checkbox"/> Gypsy or Irish traveller	<input type="checkbox"/> Any other white background
<input type="checkbox"/> White and Black Caribbean	<input type="checkbox"/> White and Black African
<input type="checkbox"/> White and Asian	<input type="checkbox"/> Indian
<input type="checkbox"/> Pakistani	<input type="checkbox"/> Bangladeshi
<input type="checkbox"/> Chinese	<input type="checkbox"/> Any other Asian background
<input type="checkbox"/> African	<input type="checkbox"/> Caribbean
<input type="checkbox"/> Any other black/African/Caribbean/black British background	<input type="checkbox"/> Arab
	<input type="checkbox"/> Any other ethnic background

Religion: _____ Prefer not to say

Do you consider yourself to have a disability?
 Yes No Prefer not to say

Sexual orientation Heterosexual Gay or Lesbian Bisexual Prefer not to say

How did you hear about this consultation (tick all that apply)?

<input type="checkbox"/> Newspaper	<input type="checkbox"/> Facebook
<input type="checkbox"/> Radio	<input type="checkbox"/> Twitter
<input type="checkbox"/> TV	<input type="checkbox"/> Green a survey
<input type="checkbox"/> Cheshire Fire and Rescue Service's website	<input type="checkbox"/> Word of mouth
<input type="checkbox"/> Cheshire Fire and Rescue Service's Facebook or Twitter accounts	
<input type="checkbox"/> Other (please specify) _____	

All responses need to be submitted no later than Friday 4th January 2019.
 Once completed, post your survey to:
FREEPOST CHESHIRE FIRE CONSULTATION
 (this is the full address and no stamp is required)

If you require this in larger print or an alternative format please contact us on 01606 365404 or email consultation@cheshirefire.gov.uk

 Join our Facebook page CheshireFRS
 Follow us on Twitter @CheshireFire
 Use the free Risk Razer app to risk assess your home. Visit www.cheshirefire.gov.uk for more information.

 Cheshire Fire & Rescue Service Winsford Cheshire CW7 2UA www.cheshirefire.gov.uk 01606 868700

FireLink Newsletter

Articles raising awareness of the consultation were placed in the October, November and December editions of the Service's FireLink newsletter, an electronic newsletter distributed over 14,000 recipients.

October edition



Welcome to the October edition of the Cheshire Fire and Rescue Service e-Newsletter.

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has now published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation.

Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. It also details how Cheshire Fire Authority is funded and outlines plans for the future.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

November edition



Welcome to the November edition of the Cheshire Fire and Rescue Service e-Newsletter.

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation. Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. Have your say by filling out a short survey.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

December edition

Have your say on our draft plans for 2019/2020



Cheshire Fire Authority has published its draft Integrated Risk Management Plan (IRMP) 2019/2020 for consultation. Every year the Authority publishes an Integrated Risk Management Plan (IRMP). This plan is about improving public safety, reducing the number of emergency incidents and saving lives.

The plan provides information on the risks facing Cheshire Fire and Rescue Service and details how the organisation is structured and operates to mitigate these risks. Have your say by filling out a short survey.

[Find out more - Read our draft plans for 2019/2020 and have your say](#)

Appendix 3 – Partners and stakeholders communicated with

The following pages document each of the stakeholders the Service communicated with throughout the consultation process.

Representative Bodies and Organisations		
Cheshire Members of Parliament	Cheshire Members of the House of Lords	UK Youth Parliament
Cheshire Police and Crime Commissioner	Fire Brigades Union	Fire Officers Association
UNISON	West Cheshire and North Wales Chamber of Commerce	South Cheshire Chamber of Commerce
Warrington Chamber of Commerce	Halton Chamber of Commerce	East Cheshire Chamber of Commerce
Macclesfield Chamber of Commerce		

Town and Parish Councils			
Alsager Town Council (TC)	Bollington TC	Congleton TC	Crewe TC
Knutsford TC	Macclesfield TC	Middlewich TC	Nantwich TC
Poynton TC	Sandbach TC	Wilmslow TC	Frodsham TC
Neston TC	Northwich TC	Winsford TC	
Acton, Edleston & Henhull	Adlington	Alderley Edge	Aldford, Saughton and District
Alpraham	Alvanley	Anderton with Marbury	Antrobus
Appleton	Arclid	Ashley	Ashton Heyes
Aston	Aston-by-Budworth	Audlem	Backford and District
Barnton	Barrow	Barthomley	Beeston
Betchton	Bickerton & Egerton	Birchwood	Bosley
Bostock	Bradwall	Brereton	Brindley & Faddiley
Broxton and District	Buerton	Bulkeley & Ridley	Bunbury
Burland	Burtonwood and Westbrook	Byley	Calveley
Capenhurst and Ledsham	Chelford	Choldmondeston & Wettenhall	Cholmondley and Chorley
Chorley	Christleton	Church Lawton	Church Minshull
Churton	Clotton Hoofield	Coddington and District	Comberbach
Cranage	Crewe Green	Croft	Crowton
Cuddington	Cuddington (Malpas)	Cuerdley	Culceth and Glazebury
Daresbury	Darnhall	Davenham	Delamere
Disley	Dodcott-cum-Wilkesley	Doddington and District	Doddleston and District
Duddon	Dunham on the Hill and Hapsford	Dutton	Eaton
Eaton, Eccleston and Claverton	Elton	Farndon	Foulk Stapleford

Gawsworth	Goostrey	Grappenhall and Thelwall	Great Boughton
Great Budworth	Great Warford	Guildden Sutton	Hale
Halebank	Handforth	Hankelow	Hartford
Haslington	Hassall	Hatherton and Walgherton	Hatton
Helsby	Henbury	High Legh	Higher Hurdsfield
Holmes Chapel	Hough and Chorlton	Huntington	Huxley
Ince	Kelsall	Kingsley	Kingsmead
Knutsford	Lach Dennis	Lea By Backford	Little Budworth
Little Leigh	Little Stanney & District	Little Warford	Littleton
Lostock Gralam	Lower Peover (Nether Peover)	Lower Withington	Lyme Handley
Lymm	Malpas	Manley	Marbury & District
Marston	Marton	Mere	Mickle Trafford & District
Millington	Minshull Vernon & District	Mobberley	Mollington
Moore	Moston	Mottram St. Andrew	Mouldsworth
Moulton	Nether Alderley	Newbold Astbury-cum-Moreton	Newhall
No Man's Heath and District	Norley	North Rode	Oakmere
Odd Rode	Ollerton and Marthall	Penketh	Peover Inferior
Peover Superior	Pickmere	Plumley with Toft and Bexton	Pott Shrigley
Poulton and Pulford	Poulton with Fearnhead	Prestbury	Preston Brook
Puddington and District	Rainow	Rixton with Glazebrook	Rope
Rostherne	Rowton	Rudheath	Rushton
Sandymoor	Saughall and Shotwick Park	Shavington-cum-Gresty	Shocklach Oviatt and District
Siddington	Smallwood	Snelson	Somerford
Sound & District	Sproston	Spurstow	Stapeley & District
Stockton Heath	Stoke & Hurleston	Stretton	Styal
Sutton	Swettenham	Tabley	Tarporley
Tarvin	Tattenhall & District	Thornton-le-Moors	Threapwood
Tiverton and Tilstone Fearnall	Tushingham, Macefen and Bradley	Twemlow	Tilston
Upton-by-Chester and District	Utkinton	Walton	Wardle
Warmingham	Waverton	Weaverham	Weston & Basford
Whitegate and Marton	Whitley	Willaston	Wincham
Winwick	Wistaston	Woolston	Worleston & District
Wrenbury-cum-Frith	Wynbunbury		

Public sector organisations

Cheshire East Council	Cheshire West and Chester Council	Halton Borough Council
Warrington Borough Council	Cheshire Constabulary	LGBT staff networks at Cheshire Constabulary and CWAC
North West Ambulance Service	Derbyshire Fire and Rescue Service	Greater Manchester Fire and Rescue Service
Merseyside Fire and Rescue	North Wales Fire and	Shropshire Fire and Rescue

Service	Rescue Service	Service
Staffordshire Fire and Rescue Service	National Probation Service Cheshire and Greater Manchester	Countess of Chester Hospitals NHS Trust
East Cheshire NHS Trust	Mid Cheshire Hospitals NHS Trust	Warrington and Halton Hospitals NHS Trust
5 Boroughs Partnership NHS Trust	Cheshire and Wirral Partnership NHS Trust	

Voluntary and community sector organisations		
Vale Royal Disability Services	Cheshire Centre for Independent Living	Warrington Disability Partnership
Halton Disability Partnership	Macclesfield Eye Society	Deafness Support Network
Warrington Islamic Association	Warrington Ethnic Communities Association	Cheshire Asian and Minority Community Council
South Cheshire Multi Cultural Forum	Irish Community Care	Age UK Cheshire
Crewe Older People's Network	Body Positive	Unique Transgender
Chester Pride committee		

Appendix 4 – Additional Public Responses

Respondents to the consultation could also email or write instead of completing the online survey. Copies of such responses are provided below. Copies of comment threads received via social media are also included in this section.

Ian Campbell

Headings under which more work is urgently needed, but not covered in “Response to Making Cheshire Safer - Our plans for 2019-20”:

Fire safety regulations need considerably tightening AND FAST, ROBUST ENFORCEMENT in relation to accommodation and premises to which the public has access or that are occupied by one person or persons but are owned and operated by a different person or organisation, e.g. rented accommodation, HMOs, entertainment venues etc. This applies especially to routes of escape, keeping routes of escape open, etc. Penalties for failing to provide and keep open escape routes, sprinklers and other firefighting appliances should be extremely severe, enough to put the persons or organisations responsible permanently out of business. Mortgage providers should come under the same rules as private landlords with regard to fire safety, provision of fire prevention equipment etc. of the properties for which they provide mortgages, since they are after all the virtual owners of the property.

The problem of arson needs much more vigorous attention, e.g. torching vehicles and refuse bins, and revenge arson on properties in interpersonal or gang feuds.

The problem of the frequent fires in waste storage and recycling depots, scrapyards etc. needs powerful action, and soon.

The problem of fire hazard construction materials needs attention following the Grenfell tragedy.

The problem of old and ancient buildings, listed buildings etc. that are a fire hazard, e.g. York Minster, Windsor Castle etc. needs urgent attention, and the fact that they are listed buildings or owned by the Crown, National Trust, English Heritage etc. should not impede proper 21st century fire precautions.

There is a need to better define demarcations between the various Emergency Services, e.g. Police, Fire, Ambulance etc., and to standardise communications so they can all talk to each other.

More than 40% of all Fire Brigade call-outs are non-fire-related. There is a need to examine whether this is an efficient use of resources, or whether some other service is needed to deal with non-fire-related incidents (other than the Ambulance or Police).

There is a very urgent need for more work on the causes, prevention and combat of vegetation fires, e.g. moorland, wooded areas etc. Research is needed into the development and installation of firebreaks to interrupt and confine moorland fires.

There is a very urgent need deal with attacks on emergency service personnel while they are attending an incident. The punishment for attacking or obstructing emergency services should be very severe indeed, e.g. 30 years in prison.

The penalties for causing a fire hazard by an illegal cannabis farm should also be very severe indeed.

The problem of arson attacks on empty or derelict buildings should be addressed.

Immunity and exemption for the Crown and other organisations should be removed.

This is just the start. With the possible exception of lightning strikes, fires do not just happen, they are all caused by the presence of flammable materials without adequate safety measures.

A S Belsten

Good Morning

I would like to thank you for the opportunity to comment on the plan

To be frank it does not actually address some of the key factors that would improve the service provision for the residents and tax payers in Frodsham – in fact it only highlights how you are going to try and spend money on capital projects that are not really needed.

What I would like to see are performance indicators that focus on one of the major gaps in your service and that is the availability of the on call firefighters.

Your quarterly reports over the past few meetings are glossing over the facts that some fire stations are not available for the majority of the time and well below your target availability of 80%. In fact 80% is, in my opinion, too low and it should be over 90%

In addition you mention that your response to life risk incidents within 10 minutes was met 88% of the time. This figure is seriously skewed by the number of incidents in the areas covered by whole time stations.

The availability of the Frodsham Fire station appliance is egregious and again skewed by the night time availability. I am certain that if you reported the daytime figures against night time figures it would be much lower. If you check your data you will see that around 50% of the incidents in Frodsham response area are not attended by vehicles from the local fire station so how are you proposing to address this gap?

Putting posters up is simply not going to attract candidates. You need to actively engage with the community rather than expecting potential candidates to come to the station drill night.

Your plan should include the following

- Availability of on call crews a minimum of 80% daytime and at night time. You need to mention ways how to attract potential candidates as well as retaining them.
- How are you going to cover the gaps in daytime cover? Have you considered paying on call staff from other areas to travel to other stations to increase appliance availability
- How you are going to improve the response times by each area with transparent reporting of the response times to the fire authority
- Why are there different numbers of staff on the on call only stations? Frodsham has budget for only 15 yet other on call stations have 20. So why are the residents of Frodsham being sold short, especially given the traffic problems in the past year due to motorway closures and the problems with the swing bridge
- Consider outsourcing some of the non front-line services – e.g. training as it can create more jobs and free up personnel

From what I have observed over the past decade is a decline in services and a year on year increase in deaths and injuries from fires. The current plan does not address how you are going to arrest these deaths and injuries.

W.D. Dubourg

Re: Chester Fire Station

The proposal to demolish the existing station and build another with room for only one appliance seems a gross misuse of funds available.

Some renovation of the existing building would surely be cheaper and the accommodation for more than one engine is still available, if required in the future.

W.D.Dubourg.

Social media comments

Paid for Facebook advertisement 21st November: Reach 17,386 people. Engagements 781

The screenshot shows a Facebook post and its comments. The post is from Cheshire Fire and Rescue Service, asking for input on draft plans for 2019/2020. Comments include a question about public transport accessibility, a thank you for the message, a comment about free text replies, a comment about overpaid bosses, and another thank you for a comment. There are two promotional banners for the survey.

Adipose Lynn Any possibility of northwich having a meeting as both Chester and Crewe are not very accessible on public transport. It involves two hour trip each way by bus? ...
Like · Reply · Message · 8w

Cheshire Fire and Rescue Service Hello, thanks for your message. This year we decided to hold eight consultation events, with two in each of our unitary areas (Cheshire East, Cheshire West and Chester, Halton and Warrington). Please have your say on our plans by filling out the short survey on our website - [https://www.cheshirefire.gov.uk /.../have-your-say-on-our...](https://www.cheshirefire.gov.uk/.../have-your-say-on-our...) Thanks

CHESHIREFIRE.GOV.UK
Have your say on our draft plans for 2019/2020
Like · Reply · Remove Preview · Commented on by Ash Lawton (?) · 8w

Richie McBride Quite a lot, Tim, however they don't leave much room for free text replies! 👍
Like · Reply · Message · 8w

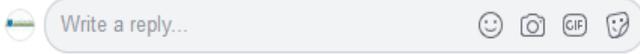
Tim Williams Richie McBride I bet you have something to say about this....
Like · Reply · Message · 8w

Tony Miller Get rid of the over paid and underworked bosses, scrap all bonuses for non emergency staff.
Like · Reply · Message · 8w

Cheshire Fire and Rescue Service Hi Tony, thanks for your comment. Please have your say by filling out the short survey on our website - [https://www.cheshirefire.gov.uk /.../have-your-say-on-our...](https://www.cheshirefire.gov.uk/.../have-your-say-on-our...)

CHESHIREFIRE.GOV.UK
Have your say on our draft plans for 2019/2020
Like · Reply · Remove Preview · Commented on by Orlo (?) · 8w

 **Al Smith** How are you developing your staff to help themselves instead of paying consultants to tell you what you already know! ...
Like · Reply · Message · 8w

 Write a reply...    

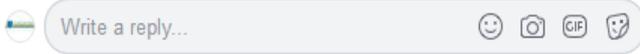
 **Jane Smart** Surprised there's no consultation in Northwich. Think that's a gap which should be rectified [Cheshire Fire & Rescue Service](#).
Like · Reply · Message · 8w

 **Cheshire Fire and Rescue Service** Hi Jane, thanks for your comment. This year we decided to hold eight consultation events, with two in each of our unitary areas (Cheshire East, Cheshire West and Chester, Halton and Warrington).
Please have your say on our plans by filling out the short survey on our website - <https://www.cheshirefire.gov.uk/.../have-your-say-on-our.....> See more

	<p>CHESHIREFIRE.GOV.UK</p> <p>Have your say on our draft plans for 2019/2020</p>
---	---

Like · Reply · Remove Preview · Commented on by Ash Lawton · 8w

 **Jane Smart** Cheshire Fire and Rescue Service will do thank you
Like · Reply · Message · 8w

 Write a reply...    

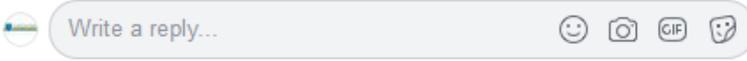
 **Hilary Moore** Will anything be better for the FIREFIGHTERS?  2
Like · Reply · Message · 8w

 **Graham Ponton** Graham Wilkinson think I'll have a read of this, what are your thoughts?
Like · Reply · Message · 9w

 **Graham Wilkinson** You need to mate. Most Brigades don't expect the public to read or to comment. Have your say.
Like · Reply · Message · 9w

 **Graham Ponton** Graham Wilkinson I will even though it's not in my area  1
Like · Reply · Message · 9w

Paid For Facebook Advertisement 20th December: Reach 24,910 people Engagements 776

-  **Bob Rawlinson** and you will still be ignored  9
Like · Reply · Message · 5w
-  **Simon Hughes** The link goes nowhere and they've already made their minds up. Bend over here it comes  1
Like · Reply · Message · 4w
-  **Keith Graham Blease-Bourne** Simon Hughes yes it does
Like · Reply · Message · 4w
-  **Cheshire Fire and Rescue Service** Simon, can you clarify which link doesn't work?
Like · Reply · Commented on by Ash Lawton [?] · 4w
-  Write a reply...    
-  **Phil Fleetwood** Have it mate. Just like cops etc!
Like · Reply · Message · 4w
-  **Steve Kennaugh** Just as a query, as Warrington/Cheshire is pretty much surrounded by motorways, is the cost of Fire Services to traffic incidents on motorways paid for from local council tax or recovered from elsewhere ie central government or car insurances?
Like · Reply · Message · 5w
-  **Richard Dallin** Fire Services can claim through car insurance Ambulance services don't.
Like · Reply · Message · 4w
-  **Steve Kennaugh** Richard Dallin thanks, that does make sense in a way as NHS is funded by NI.
Like · Reply · Message · 4w
-  **Pat Youd 'Crehan'** My brother had to pay for the ambulance that took him to the hospital after an accident on his motorbike.
Like · Reply · Message · 4w
-  **Patti Shallcross** Pat Youd 'Crehan' In U.K.?
Like · Reply · Message · 4w
-  **Richard Lee** Steve Kennaugh Explain please, what makes sense?
Like · Reply · Message · 3w
-  Write a reply...    
-  **Chris Farmer Hollister** Because weve made our minds up and your paying for it. Hahahaha well just put your councill tax up
Like · Reply · Message · 5w

Appendix 5 – Public comments received via the consultation survey

Several questions within the survey asked for narrative comment. Additionally, respondents were asked for any further comments at the end of the survey. Responses are provided by question. Responses which have provided either N/A or stated no further comment have been excluded.

Is there anything that Cheshire Fire and Rescue Service currently does that you think it should either change or stop doing? (141 comments)

- Put two engines in Chester. The new station near Capenhurst is too far away at the. 5 miles to be considered Chester.
- Have 5 on fire engines
- Reduce involvement in peripheral activities and concentrate on becoming better at what the public expects.
- Concentrate your resources on fire and rescue related matters. Stop your involvement in ambulance related matters. You are masking their problems.
- Increasing year on year the Council Tax Precept by the maximum amount when Cheshire Fire and Rescue have been identified as one of the most expensive in the Country to run yet provide fewer Fire fighters than the national average per 1000 /head of population. The public consultation process is not fit for purpose and the locations are targeted to receive great feed back from affluent members of the community.
- Improve its performance in relation to the ratio of Fire Fighters against annual per capita spend per 1000 pop. Lancashire spend £17.5 K Cheshire £28K Why? Lancashire and National average have .6 Fire Fighter /thousand Population Cheshire .5 Why? CFRS need to spend more on core activities, less on corporate hospitality and building new Stations. New builds don't put fires out. Fire Engines with sufficient crew do.
- Stop plugging gaps in ambulance service. By doing this you are masking their critical funding problems.
- I understand that firefighters under development are having their probation period shortened in order to address shortages of qualified crew on fire engines. This is dangerous, unfair and masks the problem of shortage of Operational staff. Aerials should be double manned.
- The second engines at Crewe and Ellesmere Port were saved last year because they were needed in those locations. They have since been regularly used as general gap fillers all over the county. More staff are needed to fill those gaps. Robing Peter to pay Paul is not the answer.
- Front line services should return to top of pyramid!!
- volunteers may be able to assist in safety & health advice & training on lower levels
- focus on fire related issues- prevention & response
- refurbish Chester fire station instead of rebuilding it. Stop downgrading wholetime appliances to other duty systems. spend less money on events for fire authority members. spend your reserves on maintaining and increasing fire cover instead of on building projects. start to treat you staff with respect. Change the culture to one that values staff more.
- no- subject to funding of course- top priority was to prevention & tackling fire. Education is important but not top priority & can be delivered by other agencies/schools
- I think every fine that they were doing
- carry on the necessary needs
- main focus on fire activities
- Should offer free home checks smoke alarms and carbon monoxide alarms
- Anti social Behaviour- not fire brigades responsibility. these young people are tough kids to put any sense into, fire services can avoid wasting time with them
- I feel that a great service is being offered, with full commitment to ensure a safe environment
- Staff pumps with 5. You would then not need to send 3 pumps to many house fires in order to achieve the cast requirement of 9 firefighters. This often depletes county cover and could be avoided.
- overall what I know about Cheshire fire and rescue service provided essential cover to the communities around uk
- they're doing excellent job under the circumstances with limited funds

- smoke alarm and general maintenance should carry out & provide to homeowner free
- no thank you very much for your service
- I think Cheshire fire are doing a very good job
- smoke alarm should be given and fitted for home owner free when required. Animal owner should share the cost for using fire service it is only fair if those who doesn't have animals or pets
- rescuing trapped cats on the trees, minor incidents such as helping people on the house rooftops, which can be solved by ordinary ladders
- smoke alarms can be afforded by property owners
- more consultation with community
- ensure that time is being used effectively when not out on an emergency call- even on standby could have education/training events in stations for young people, may keep them out of streets after school.
- Plaudits received for incidental activities are meaningless when front line services are not coping.
- Indicate on the survey your actual attendance times including call handling. Your supposed to be transparent why hide the facts. The time has come for FA members to be held accountable is that why so many are leaving?
- Need much more funding not cutting back or cutting corners. I am sure that most people would prefer to support more money going to the fire service, we need to give a little more and you need to stop wasting money on stupid ideas that most people see as crazy.
- they should get funds from the government, not councils. We already pay tax so council tax is extra
- The above questions are loaded. It's obvious what residents want. It's not a service with a 10 Min attendance time to house fires, for 80% of occasions unless your feeling lucky"
- Stop contemplating the demolish of Chester Fire Station 5£ million waste of money. The existing station can be fit for purpose and the spurious reasons for demolition are just that; spurious. Don't try fooling the public this is designed to make the sale of the Fire Service more attractive to private investment
- Concentrate on fire Rescue matters only.
- Your involvement in certain aspects of ambulance and social services work is merely papering over cracks in these grossly underfunded departments.
- The idea of changing Chester to only one fire engine is a tragedy waiting to happen you only have to look at the incidents responded to around November the 5th including major house fires proves that more than one engine is needed. Also the great work they do in the community would be massively reduced if they only had the one engine in use and no others to take to events..
- You are masking the failings of an overworked and underfunded ambulance service by attempting to take on their work. Stick to what you know.
- Ambulance service is at breaking point. Fire service prolonging this situation by doing elements of ambulance work.
- Concentrate on your own business. Too many other issues and involvements affecting front line.
- Question 4 Capita spend 28k Why National average is 21k
- Leaving Chester with only one Fire Appliance. Your own Chair is seen in Chester City campaigning for the return of the second Appliance. Stop quoting Risk on IRMP yet only using Demand for planning.
- Concentrate on core responsibilities and not all the peripheral stuff which often detracts from vital work.
- Leave medical incidents to ambulance service.
- Too much supporting of ambulance service. The effects of the reduced funding of the ambulance service are being masked by fire service involvement.
- Stop propping up the ambulance service. This is masking their shortage of funds/resources.
- Use some of the 40,000 or so safe and well visits per year on other types of at risk residents as opposed to silver/bronze level over 65 residents. Target potentially younger residents living alone or residents with disabilities for example. Also focusing on resident who are soon to become 65 will ensure they are a lower risk when they become 65.
- I believe that everything the Fire Service is currently doing should continue and if anything more can be done, then this should also be explored in the future
- Stop trying to do ambulance work and concentrate on all the areas listed above.
- Prosecute time wasters, if someone has caused an accident through dangerous driving and the fire service is required to cut people out fine the driver to cover the cost. We have a part time fire service

where I live we once had a full time fully operational fire service but due to cutbacks by this government we have gone back 45 years.

- Stop supporting underfunded ambulance service.
- Close on call fire stations which are only available at night, make the county only full time!
- Elements of ambulance work. Concentrate on specific fire and rescue related incidents. Skills can easily become diluted otherwise.
- Stop propping up underfunded ambulance service.
- Education people on road safety: would like to know that Fire Service authority consults with contractors & local authorities on major roadwork programmes. Many serious accidents have occurred on the M6 through Cheshire during the motorway upgrade programme. As a regular user of this road it never feels safe, do the Fire Authority consult on risk assessments of these projects before & during rollout?
- I hope the powers that be stop trying to cut our service.
- Stop screwing rate payers with your costs. We all don't live in band D houses so why not have a fixed charge per house? Guess you'd not collect as much money is that it!! Ho! Ho!
- I think road safety information should be given by other people, eg. police, schools and you should concentrate on fire prevention
- rescuing cats
- train more people to stop fires
- Re-focus on core activities.
- no everything they do is remarkable do not change anything
- fire service should priority should be intervention, seem too much emphasis is now on prevention & protection taking away from training and maintaining skills
- It would be good to know how many actual fire-fighters there are and how many managers, review the balance. Maybe someone else could educate people on road safety?
- I think they do a brilliant job
- Put on call in Chester as at least saves Powey Lane or Ellesmere Port being standby because one pump gone out to incident and is detained
- I think you are very important and do a very good job
- The government should educate on road safety and local authorities should prosecute business once CFRS have highlighted issues
- The service given is of a high standard
- None. The fire service do a great job.
- I can't think of anything they should stop doing, as long as "change" is for the greater good, but I don't know what should be changed
- Educate further/harder so that respect can be given by young people to the work you provide. This has to be hard hitting & shocking
- all do a very good job
- to just carry on with what they are doing very well
- organise a bonfire and fireworks display to discourage residents creating their won on a patch of green space
- I don't know, but what you do you do well
- quite happy with the service they give
- nothing I can think of
- we need to have a fire tender (manned) in Ellesmere port for local fires/emergencies
- The service has been decimated over the last ten years, minimum staffing is at an all time low, both front line and FPO's. Staff moral is at an all time low, look how many firefighters have left. It is a disgrace, attendance times are over double what they used to be, fire fighters are being put at risk due to one pump attendances.
- If you are going to integrate the Police and Fire as indicated at Crewe why don't you also include the Ambulance service? Fire service personnel should be further trained in advanced first aid and a defibrillator carried on all appliances.
- Having worked for Cheshire Fire and Rescue Service for over 5 years, I have a number of very major concerns regarding leadership and management style, the use of Fear, Uncertainty and Doubt as a management culture, poor use of time, effort and resources (the Performance and Policy Group meetings were a complete waste of time) and lack of HSE risk assessment for support staff leading to work related injuries. Working for Cheshire Fire and Rescue Service was an absolutely dreadful experience which cost CFRS Occupational Health £3,000, the NHS £8,000, The FireFighters Charity

£5,000 along with £1,000's in legal costs by CFRS, for me to personally recover from Repetitive Strain Injury and Work Related Upper Limb Disorder and Work Related Anxiety, caused by mis-management, bullying, harassment, intimidation, victimisation and disability discrimination. My employment at CFRS caused physical, mental and emotional harm to me as an employee.

- Everything you do is amazing however you cannot keep decreasing cover throughout Cheshire and expect staff to increase services. Leave health to the health service, education to schools and colleges and let Firefighters be Firefighters
- I think schools etc. Can provide their own training, or your fire cadets / volunteers may be able to teach this.
- First of all, stop beating the governments drum of the aging population, which age groups starts or causes fires? I would like to bet it isn't the aging population. You are encouraging people from ethnic groups to join you, why? If they want to join they will join. What happens when a white English person applies for a job, ticks every box, and a non white person is gay and can only tick 95% of the boxes, who will get the job? Not the white person. You have more or less have stated that. Stop box ticking on what gender, colour or anything else that seems to be different in some way. People want those who can actually do the job, not because they ticked an extra box. Reading your long drawn out draught about the future, in the hope people will have given up reading them. There are far too many so called experts and committees leeching money from the fire brigade. It's only a service so that more leeches can be employed. Make it a Brigade again and let it control itself. Get rid of the highest paid management team, and stop giving them bonuses. The pen pushers are increasing, yet the Fire personnel and engines are being cut, why? Every second counts, that used to be a slogan for the brigade, now you want staff to be the end of a bleeper to get to their station, get ready, and get going. A minimum of 5 minutes have been lost. Joined up thinking - not.
- I know the service is undermanned and its hard to say what you stop doing as all the services you do are required
- There is a very important part of our community and don't always get the recognition they deserve
- Fire fighters barely respond ever.
- Make it more known how to have your fire alarm fitted by them as I need it doing but have no idea how to organise it :(
- No, the Prevention and Protection activities carried out by CFRS are second to none. However, if it is realised that spending cuts are necessary, then cuts to non operational activities should be considered before cuts to front line services.
- Have Fire engines driving about not on emergencies as it's bad for the environment. Surely there are smaller vehicles less damaging to the environment that can be used for community engagement activities
- Yes, stop giving medical advice/visits, stop doing vehicle checks, concentrate more on which fire engines respond to which jobs. It seems from local newspaper reports on jobs that there are usually fire stations nearer than the ones used. Stop buying things like boats etc.
- Questions load and poorly worded. Should you be giving health advice?? Do we not have a health promotion service (NHS). Respond to medical emergencies?? Again is that not provided by the ambulance service. Why do you believe that you can send a fire engine to do the job of another professional organisation better than them??
- Add more co responders to rural areas
- Tell your "superiors" to do a week in the shoes of the workers on the shop floor and witness and prioritise - do not be fooled by that greater picture rubbish
- Relying on full time adjacent fire and rescue services such as Greater Manchester to cover for its own inadequacies in Cheshire.
- Stop wasting money on things like choirs. Sending cadets to Nepal is great, as long as it is COMPLETELY self-funded and not paid for by the fire service.
- Your Firefighters are leaving your service hand over fist! Look and listen for god sake. You've stripped every fire station to the bare bone. For example Warrington was once a proud multi pump special station that filled the appliance bay. Now it is a one pump one special servicing one of the biggest and most congested towns in the northwest. Your firefighters are demoralized, under trained and you place too much on hitting targets with the community. You are light in response and heavy in corporate. Corporate does not save lives, it feathers pillows for keeping jobs for the curry club. Stop it. Concentrate on front line first. Stand up for your firefighters, push the need for a pay rise and you'll get EMR back (which was horrible to be a part of, but had unquestionably good results) you'll get MTFB back and you'll get firefighters that are not bringing mental health issues into work based around money. Look after your key work force instead of cutting them to the bone. If they moan about

these changes, it's because they know their job and know this is putting lives at risk. Listen to them. One final bit to hammer the point home. Every fire service is under staffed at the moment. This has put the firefighter in their strongest position ever. If they don't feel respected they can just leave for the next service. So I strongly recommend you listen you the whole time firefighters you've got left.

- try and supply us with more engines and well drilled staff
- Keep up what you are doing well
- No not really because they do anything so they do a great job keeping us safe and secure
- The fire service is an integral part of the emergency hub. It must work closely with police and health services. However funding cuts for all three elements may lead to cost-shunting and inappropriate calls on any of the services
- Better retention of staff and bring back the "job for life" principle to the role of a firefighter.
- Be able to fire prosecute people wasting time
- Maybe work with special needs children to help them overcome fears of the sirens etc
- Yes, you value the on call part of the service. This value is because they're a cost saving measure. Pay them a fair retainer for the hours they cover. This is much needed part of the current Cheshire fire service but it doesn't pay their bills. They all work another full contracted job before putting up minimum 50hrs cover"
- I think more fire fighters.
- Don't stop doing what your doing
- Educate people on road safety - didn't think this was their job, thought police did this
- Question 4 - There is not enough information to make an informed decision
- I do not live in a band D house so pay in excess of lower value houses. Does this mean I should get a higher level of fire safety and involvement? I'll answer that myself NO I Mean No as I'm just an idiot who's paying more than the average household. If you want financing then all and every house should pay the same and I'll agree to that not a cost per household based on rateable value that is not fair. Unless us higher cost payers get and increased service off you?
- Less politically driven activities to ensure resources focused on core purposes/objectives of fire service. Reduction in duplication by more explicit centralisation of bureaucracy, PR activities and back room support to ensure more focus on frontline servicing/resourcing. Includes the sharing of buildings and first point of contact services.
- Birchwood station should be 24/7
- they do an amazing job
- I question the value of a questionnaire such as this, as even the best intention respondents have only limited knowledge of many of the issues involved. The form must cost a lot to produce and evaluate, not to mention the cost of postage.
- review situation annually
- The officers should stop moonlighting and working as lap dancers in Warrington
- charge for providing assistance to those who through their own stupidity or intoxication put themselves at risk
- I think road safety & ASB - young people distracts from more essential work & maybe takes funding that could be used better elsewhere. The council maybe should put other money into those issues instead of taking funds from ches fire.
- the service moves to consolidated/updated facilities and does not rapidly dispose or dis-identify vacated facilities thereby giving a poor impression of the services asset management
- animal rescue
- provide full time cover 7-7 at fire station currently retained cover.
- maybe give the responsibility for road safety/working with young people to volunteers or even ex firemen
- Frequently unsung heroes- an excellent service often taken for granted . Thank you
- education on road safety obviously important but not sure it sits with the Fire service. Police/council road safety team?
- Have regular training alongside airport fire service
- Business advice should be funded by the business community not the public
- Reduce attendances to animal rescue. The RSPCA should be given the resources to deal with animal rescue incidents. However larger animal rescue should still be responded to.
- The fire service should fight fires when they occur and if they have any spare or down time do preventative work. They should NOT be doing safe and well, or training or prosecutions...that's not their role in my view!

- Stop cutting front line services.
- Ensure Cheshire Police and councils take proper responsibility for road safety, rather than the fire and rescue service picking up others' responsibilities
- Wasting money on irrelevant initiatives. Literally all people want is to know if they call 999 for a fire related incident is that a fire engine will arrive.
- Stop wasting money and spend it more on front line services eg more whole time firefighters and extend the radius range for on call fire fighters too so that more people can apply who are currently not in the catchment area of the stations.
- Stop reducing the overall cover in Cheshire! It looks like Cheshire is spread very thin. When I call 999 I want a fire engine as quick as possible from my town not from a neighbouring town or fire service! I pay more money now and get less of a service.
- Stick to core fire issues. Review fire cover provision in Chester.

Are there any activities or issues Cheshire Fire and Rescue Service is not currently involved in that you think it should be? (76 comments)

- Currently on call stations remain empty for much of the time, can they not be used to provide space for departments, that you say you need to develop additional capacity to house? Can the top floor of Chester Fire Station not be used as it once was. Why hire space at Police HQ. Can the principal officers not operate from Chester if they choose not to engage with their staff at Winsford Fire HQ. No wonder the HMI inspection was so damning of Staff engagement. On that subject, the process needs to be anonymous not from employers individuals email accounts. Most employees as running scared.
- Putting Fires out and attending incidents in a timely fashion. Putting all times up on line from time of call, mobilisation, in attendance and stop in a transparent manner
- Could feature more in parish councils newsletters & notice boards on or around prevention
- campaign nationally to highlight the negative effect cuts over the past decade have had on service provision.
- to get more young youth involve in the fire service. More community work with young families and children
- more educational themes
- possibly, the number of visits to schools and community events to address safety & prevention (quarterly)
- More incentives for volunteering or increasing awareness on social media. is there a panel for youngsters - maybe they could have a stall in shopping city raising awareness (so it doesn't take up firefighters time)
- Over crowding in rented properties is a concern, there could be a system where individuals could ring the fire service to look into the safety
- it will be useful to carry out fire safety review on, I say 1 in every 2-3yrs
- working more with ethnic minorities to understand the low
- we would like to invite Cheshire fire and rescue to our polish Saturday school next year for our children's interest
- During spare time Cheshire fire service can organise charitable events to raise fund to support the operating costs
- caravan sites
- perhaps utilizing social media more to engage with public to deliver cost effective fire safety advice, for example the dangers of mobile phone charges which are sub standard. Work with trading standards. competitors aimed at youth to promote e.g. short films/script ideas
- Health & safety training to local charities & community groups. Businesses are profit making & they shouldn't get free services at tax payers expense.
- participating with schools and young people regular after school activities? offer homes free checks every 2yrs or so for smoke alarm, or free c02 Meter
- Turning up to 100% of incidents in a timely manner. That's not 10 minutes after call handling for only 80% of domestic fires. Does industry know? They are going to?
- They are stretched to the limit now try funding them better
- "Protect Chester and its residents. 50% reduction in Fire cover last year as there is only one Fire Engine yet rates go up to max levels despite your capital reserves and consistent underspend
- Providing Fire cover at Chester 24/7. Why does it take 20+ Retired Firefighters to inform the public that the Station went, for a minimum, of 500 Hours, without fire cover last year based on your standby

policy? Why don't you just go public and deny this, alternatively have an August shut down like many industries.

- Make attending incidents a priority not building new stations with the associated costs
- Providing adequate fire cover based on your "RESERVES"
- Bring back the Cardiac Arrest attendance scheme. With ambulances struggling to respond, having another service able to respond quickly will potentially save lives.
- Collaboration with the Police should be utilised further especially now on the Operational side working closer with beats/patrols to deliver Safe & Well or other safety advice within communities. Also More/better communication of Intel and knowledge/expertise between the two services going forward with the existing collaboration agreement.
- Don't know if this is relevant to this section but I would like to think they take care of the firefighters safety as much as the public's.
- More open days to teach young kids the danger of playing with matches and lighters
- Re-focus on core activities and not be sidetracked by incidental peripheral issues.
- Enforce fire recognition on private and rented properties including council- this should be chargeable £ same as the electrical and gas checks
- nothing springs to mind - surely they can do enough responding to fires & road traffic accidents
- Check smoke alarms possibly for elderly and disabled people are still working
- Trainers are dickheads
- church fayres, H&S information
- Maybe call to town SQ, Asda, Lidl so people adults can understand what you do
- some football games
- advanced road safety training free to those who apply and are selected
- just to check my alarm in my hall as i'm 81 yrs old thank you
- They should concentrate on what the service is there for: To save life. To protect buildings. To render humanitarian services. Too much time spent getting involved with other organisations and trying to play social workers
- Mental health and well being of community, employees and ex employees. I'm also very concerned about the lack of firefighter cover in Chester, a Roman city with 2,000 years of history. Cutting firefighter posts costs lives and one pump is not sufficient for a first attendance at a major fire in Chester when other pumps are travelling from Powey Lane and Ellesmere Port.
- Getting rid of the top heavy staff. And don't you think they have enough to do?
- I think firefighters should also be trained as paramedics or have some kind of medical experience, i know all this costs money and its up to the government to put money into this service as the council is already stuck for money.
- I am concerned about the amount of on street parking, there are at times when it would be impossible for fire appliances to get down the avenue where I live because of the amount of parked vehicles.
- The alleys in the Field Zones in Ellesmere Port behind the houses - they need to make it known they are not able to access them due to trees, awful ground conditions (they all need to be tarmacked again) and litter and have something done about it
- Work with the elderly in regard to loneliness and isolation.
- Street cleaning is an area that you could possibly also adopt of the local authorities. Transportation of the elderly.
- As long as they are there for when the time is needed they don't need any more jobs do they
- Responding to heart attacks and strokes. The fire service would get there quicker than ambulances and it would save firefighters jobs. Being more aware of dementia when doing home visits and linking to the council services.
- Stop looking to be involved in things. The job of the firefighter is to be highly trained and ready to respond. Your firefighters are not anywhere near that. So I think you need to be looking into training, supporting a pay rise and getting them back to doing EMR and MTFA. Stop call challenging. The police and ambulance are sick of asking for the fire service, only to be told that they "do not respond to that sort of thing" it's pathetic. Police and ambo have now worked a way to not have to call the fire service at all.
- Thankfully they fitted our fire alarm because we now feel much safer
- Like bonfire night and any big events
- Responding to cardiac arrests as Greater Manchester used to.
- Going into schools

- Maybe fund raising as people love and respect the fire men and women. The money raised could help disadvantaged children and raise awareness
- Be more publicly vocal in criticising the government's chronic underfunding of public services, and lobbying central government to provide more funding to tackle specific local issues such as the constant arson attacks taking place in Winsford.
- They need to stop trying to collaborate with police on cost cutting experiments, which in the end don't work. Stand up for the fire service and the work it already undertakes.
- Speed Enforcement
- Give us more fun days
- I think the fire service should be the only people who are allowed to organise firework displays in communities and bonfires. The amount of fireworks being let off is becoming more of a nuisance rather than enjoyment
- No keep to the job you are paid for, Fire and fire rescue. Keep out of the political arena. If schools and business need advice then they should pay for it
- concentrate on fire safety advice for high risk local businesses such as waste re-cycling premises
- How they are stretched they do a great job
- I think the fire service should concentrate on their core function, and do them well
- having completed 25 im grateful we have such a fire service. I was grateful for your safety visit and fitting a 10yr smoke alarm- you are all heroes!
- presence in the supermarket
- volunteer fund raising
- is not adequately 'joined up' with police & ambulance services
- I feel you do a wonderful job and I am surprised you manage the amount you do already. Thank you
- same as above
- Assume you have reps at schools /college career events
- Car parking on estates- in my own area there are a number of extra wide corners where people park their cars. This is particular in recent months but I do feel that it requires looking at especially in the PM as at time there are two cars on one corner
- more school visits of all ages on the risks and consequences of fire. Particular emphasis on school leaving age children on the dangers of dangerous driving before they start lessons. Hard hitting images of the devastation caused by dangerous driving. Random, unannounced spot checks on businesses, schools, community buildings etc. checking fire alarms, escape routes etc. and prosecuting where lives are at danger.
- Not enough fire fighting
- Providing fire training to businesses, particularly to supplement income
- Should be involved in less. No need for wasting money on Cheshire or Nantwich show - where is the value for money?
- I think the fire service should incorporate dementia awareness and alzheimers and frailty awareness and adult and child safe guarding into their safe and well visits.
- Assisting the ambulance service with medical assistance.

Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe? (166 comments)

- Don't think this will work.
- Not the best idea. Keep separate.
- Please reconsider. Public perception of FB neutrality cannot be overstated.
- Consider the current general public trust in the FB. This could be affected as the police with due respect do not always enjoy such a relationship.
- Globally Ambulances and Fire Services work together. Maintain our independence, this is about public perception and believing us to be associated with law enforcement is a retrograde step.
- Public perception of neutrality
- Not a good idea.
- Think very carefully.
- Not a good idea.
- Relations with the public which are currently good could be compromised.
- Not advised. Each service is perceived differently by public.

- improve comms between these services
- the effect on the public view of fire service neutrality and therefore safety of fire crews
- May be a bit radical but could there be cross training e.g. multi skilled officer who can do police duties as well as fire duties, cross training may open up development opportunities for officers
- to ensure its a central location to respond as quickly as possible
- 1, drop in sessions open to public 2, schools to be more involved in the fire service 3, Yearly checking in household to see if fire alarm working 4, Compulsory to all household to have fire alarms
- Economical practical proposal central service for both emergency services
- are the parameters & distances workable
- to help police in improving response rate and actions
- train the police for fire cover (traffic)
- ensure there is a multi agency agreement before making major decisions
- ensure fluid communication between services- will their systems be integrated. maybe have some of the officers' additional liaison roles (but not needed as a separate job)
- 1, have additional survey of entire population of Crewe town/surrounding areas to see reaction to the join plan 2, should those who are unemployed at short notice have their taxes increased?
- I think this is a great idea- as both services closely working together. I feel responses to incidents will be dealt with better.
- great idea for both forces to come together
- Historically the fire service have enjoyed a status of being the good guys. With all due respect to the police they have a different relationship with the public. Stay separate!
- I think the system is in place for the fire and police to work together
- suggest at least an out station in Runcorn/ Halton area for residents to seek emergency help
- Yes, they should join together to save the operating costs
- Staff of both fire & police authority should be trained to liaise with each other for joint operations. Incidents such as major road accidents. Industrial fire accidents etc
- if its going to Crewe and there's a fire here what are we supposed to do? NOT a good idea lives here will be at risk
- a very good idea, both the services could respond to emergencies at the same time
- not sure about council tax increase for band E & above?
- Traffic access is a concern on such a busy roundabout, which is shared with the proposed redevelopment of Crewe station
- budget
- Ensure that services are integrated and able to communicate - maybe we use the same PC system to enable sharing of records, not enough centralizing too much - ensure other stations available services
- Don't combine
- Consider if this liaison will affect your standing in the eyes of the public.
- All resources in one place. Potential target for terrorist
- Residents, location, extra staff traffic.
- Make sure it is fully staffed
- Who pays the piper.
- Not relevant to my location. That said you work out of Police HQ currently. How will costs be split?
- Be very wary. Some areas of community very wary of police. Fire Brigade generally enjoy good relations with public. Stay separate.
- Maintain your independence.
- Not a good idea. Police have a different relationship with some parts of community. The respect with which you are held could be affected.
- Consider the current neutrality of FS which will evaporate when housed in same building
- Consider keeping services separate. FB has its own identity it is neutral. Sharing buildings may well affect this perception.
- How much will it actually save and will savings be passed on by local authorities to tax payers
- Perception of independence
- Neutrality.
- Police and FB should be housed separately. Independence is vital.
- Consider the current neutrality of the Fire service which could become compromised by such a move.
- Ensure that there is minimal disruption to local residents from additional traffic, etc.
- Access to the proposed new joint station should be considered due to the current location of the existing Fire station i.e. busy roundabout/roads in centre of Crewe - may lead to problems getting in/out

of the building for Fire engines/Police vehicles. Also the type of facilities which will be provided i.e. will they be shared facilities or two separate sections depending on Police or Fire staff

- I think if you are putting my council tax up I want the money spent in my area not miles away, last year there was a fire and we had no one to attend to increase it and see no benefits to my area is unfair
- Yes. Don't do it just to save money. Only do it if it's advantageous to both services and the public at large.
- Make Crewe houses pay for it we all don't live in Crewe. Crewe is Cheshire east I live in Cheshire West! Nuff said
- not my/our location
- What about Warrington because there are lots of empty bars and shops in and around Cheshire why not more Pco's to guard it at night
- Be very mindful that the Fire Service neutrality could be severely compromised and irreparably damaged.
- staff to man it efficiently- reach areas in good time
- visit schools to educate 14-16yr olds children
- could you also involve ambulance or home paramedic training involved
- that funding is available for the local stations and not swallowed up by this new station
- Yes, don't close stations down therefore increase response times
- There's an empty site next to the current fire station. This should be an all emergency centre with an ambulance station as well as a fire station and police station. This could mean selling the ambulance station for homes and police station for offices which would allow consolidation and efficiency savings having all 3 services under one roof.
- I think they emergency service should be kept separate to their own special needs, but of course in this day and age of cut backs they have to do other duties and multi task
- Local knowledge is very important, Crewe is too far away from Warrington, which has diverse risk issues including motorways, ship canal/Mersey river and terrible road congestion.
- the only thing that worries me is although our postcode is Wa3 5pt which is Warrington we come under Salford council which can be very confusing in matter like fires and ambulances because we live out in the countryside
- The too together I think is very good
- its great that they are joining forces. Response times will be better
- will the service be as good?
- How to work closely & not overlap duties
- That the fire brigades can reach fires more quickly
- apprenticeships and training room and encourage more people to understand whats involved with a major incident ie terror attack & procedures to deal with flooding of homes
- The you get your share as you all work hard, so good luck
- How will it affect Ellesmere port?
- not quite- happy as it is
- why does the station of police & fire have to be moved to Crewe- surely E port deserves a fire & police station
- Yes, see comments above about E Port manned tender
- Why not include the ambulance too
- Having more retained crews
- Yes, don't do it. What happened to the fire service being independent. It will cause lots of trouble between the 2 services and become very political. Why can't you see it will end in tears
- The visual effect that will happen as the police and fire service get more involved on people who, for whatever reason, dislike the police or a particular action the police may be taking at any time. I think the fire service should remain, at an operational level where it's in the public eye, a wide separation from the police. It has be proven over time that this allows the service to maintain a "neutral position" on community situations. A perfect example of this was in Northern Ireland and in some of the riot situations that happened in the UK over the years.
- Well being of employees
- Is this the start of a slippery slope? First they share the building how long before the edges of the roles become blurred. It has already been mentioned about health care, bleed pressure checks etc Are we moving towards 1 emergency service?
- Ambulance too?

- Don't form even more committees and don't give massive pay rises to those at the top, and they don't need any form of bonuses.
- Location
- Is it really worth the cost. Merging HQ services with police HQ in Winsford was a very costly and disruptive exercise, that wasn't worth the cost. Learn from your errors of judgement. Merging isn't always cost effective. Think about it
- Ask ambulance to join?
- Yes, ensure that there is room for TWO front line fire-fighting appliances!
- The Fire & Rescue service should be impartial and never be incorporated into the police service.
- I know funding is a big issue but we're talking lives just remember that - you don't care because there is no direct correlation. You will start caring if it's your loved one on a school run!! Fight hard and tooth and support do what is morally right not political and money orientated you will sleep better! You're welcome!
- Location. The road infrastructure in Crewe is not the best and is more than often clogged with traffic at most times, therefore possibly impeding any emergency response. I make this comment as a former emergency services driver that operated county wide.
- Whilst Crewe does not affect me directly I do believe a joined up approach in emergency service specialisms could work well.
- Ambulance station too?
- How will you evaluate whether it will represent value for money to the general public and when will the savings it will generate be realised, ie how many years? Indeed will this project realise savings for both fire and police and are these savings equal in value?
- Keep the warning lights outside the station. Ask the council to redesign the roundabout to make congestion better
- It's really good on paper but does not work. You will need to make sure everything is separate, the fire crew have plenty of space for training and fitness, and that their cars are clearly parked in fire service bays. As some criminals follow and monitor police officers, and we would not want a firefighters family to be out in danger for parking at a police station.
- think of putting a fire crew and station in Runcorn because of all the cladding of houses in Runcorn
- No keep local
- Why Crewe? Thought it is Winsford. Local isn't Crewe so your increasing our contributions for posh new headquarters no all wrong
- Yes
- Do not live in Crewe
- Ensure fully integrated action
- Not for a joint venture, should be separate entities
- Ensure Crewe plans do not adversely effect service provision elsewhere
- More joint police/fire/ambulance stations throughout the county
- It is close enough to get to fires in the areas it covers?
- Do not know enough about this to comment
- Can't think of anything
- Distance to each area covered. Traffic volume at certain times of the day where most demand for them are
- Yes, abandon the idea now. No car parking facilities for staff and will be a security fiasco. Will it save that much money? Crewe needs a two pump fire station, it doesn't need to collaborate on an already busy roundabout.
- Yes not shutting existing stations
- Not qualified to say - sorry
- This should not go ahead, my fear is that the police will wake you up during the night when you are trying to sleep
- The traffic, safe access and parking for visitors
- Access/ egress should an incident happen near to your joint station as both in/ out place and indeed any other service continuity considerations
- DO not shut anymore stations down
- Crewe is a long way from Culcheth, Warrington!
- I believe that they should be kept separate. Combining is not efficient
- Be clear about whether or not you cover properties that are on the borders of Cheshire and Staffordshire, such as ones in the Alsager area that have a Stoke on Trent postcode but pay their

Council Tax to Cheshire East. Will these properties be served from the Crewe station or from somewhere in Stoke on Trent?

- You'll do whatever the political governors say. You'll be told what to do. I don't live in Crewe so it's irrelevant to me.
- Supportive of this type of initiative but would expect reductions in backroom support, bureaucracy and politically driven activities/events to ensure more resourcing on frontline, core purpose objectives.
- If it means shutting Runcorn station down, I am against it strongly & I strongly that the fire brigade in Runcorn should get an increase in levys from council taxes I personally would pay more
- keep jobs
- Make sure that the Warrington area has the same amount of cover as now, with both fire and police
- im concerned the congleton fire station may close, road from crewe to congleton often gridlocked, there are hundreds of new homes being built and i'm concerned about our depleted infrastructure.
- Ensure to create more jobs not redundancies
- this would create a problem regarding response times for people living in the macclesfield area
- how does this effect us in Chester?
- people suspicious of police, fire service accepted, be very careful getting too closely associated with the police
- get on with it
- Yes they should make sure there is enough room for all the traffic
- Yes maybe recruit more polish and Romanian people
- a fire station in the town centre instead of where it is now near the railway station
- traffic difficulties
- as already proposed joint fire/police/police commissioner
- if its a good idea for 2 emergency services to be house in the same building. Efficient and cost effective
- To ensure that both services are still accessible, available & as well funded as possible
- access onto the roads
- I think this is a good idea
- how long would it take for officers to reach Macclesfield & surrounding areas in peak times
- good communications between the two and ambulance service
- should the ambulance service not be included?
- That local fire stations remain in activity
- consider will it be of benefit or put more strain on the current staffing levels
- They should consider the growing population in Macclesfield as with hospital
- seems sensible to me
- this sounds like a really good idea
- How long will it take to get to Chester from Crewe? house will be burnt down by then?
- A very big thank you
- Thought this was already in Winsford? No issues as long as small local stations do not close as a result
- Consider sharing bases throughout the county
- Trust in their service, as there is an issue that people who dont trust the police will react to the fire service and not allow acces to areas or property as freely as they do now.
- I think you have covered everything
- Maybe a room / facilities for public / school group awareness sessions where on-site training isn't possible. Demonstration area for fire simulations like the ones taken round at community events, examples of cars cut apart recovered from wreckages.
- Keep costs to a minimum - like everyone else
- It should not be happening. Police and fire should be kept separate due to how the public could view fire being impartial from the police.
- Incorporate quiet spaces where resting crew can go for some 'down-time' after difficult shifts and make sure that specialist counselling is available after traumatic incidents.
- The site should still feel open and accessible for the community and not succumb to a fortress mentality at the request of the police
- Yes stop wasting money in plans that are not thought out properly by people who do not care how much is spent as it is public money. I suggest a mother of 3 children do it as she will have more of a grasp on budgets than you Muppets put together
- No, I think sharing buildings is good value for money as long as it works for all concerned.

Are there any other comments that you would like to make in relation to our draft Integrated Risk Management Plan? (112 responses)

- It is extremely important that there is a fire service based in the centre of Chester. Not only do local residents need this service and support but also it is essential that there is a service that can respond to any issues that might threaten the historic and heritage sites and buildings, such as Chester's unique medieval Rows.
- Please return the 2nd engine to Chester. There are many older residents who would feel safer.
- Spend money ensuring more engines are available. NOT ON NEW BUILDINGS.
- Concentrate more effort into delivering a better front line service rather than winning awards for spurious activities. Don't agree with shortening the probation period for new and raw firefighters to satisfy staffing/skill requirements. That is dangerous, unfair and will not end well.
- There is no justification in starving the front line in order to build new fire stations. The proposals for Chester display not only a gross waste of public money but also contempt for the people of this City who deserve better.
- Chester Fire Station, without doubt, needs modernising. Would it cost £5 Million? NO. Do not provide an under resourced Front Line Service, at the cost of a new build. Recent HMI commented on how expensive the Service is and how disengaged from its employees. Why?
- Get back to Operational basics
- Refurbish Chester Fire Station rather than replace. Money should be directed at front line rather than new buildings which will not make us any safer.
- Your on call system is nowhere near resilient enough. The county cannot run on largely retained cover. Wholtime engines are being dragged all over the place attending incidents leaving large areas of considerable risk, very vulnerable on a regular basis. All Rescue specials should be primary manned.
- Already on bare bones, full time engines are propping up a failing retained on call system. Small towns and villages no longer have a corps of willing oncall firefighters. These places are more often now dormitory areas for the more professional types. They will not be getting out of bed at 3.00 am!
- Spend what money there is on frontline provision NOT buildings.
- Spend greater proportion of budget on front line. New Buildings don't save lives. Look again at HMICFRS report. You are a service that in comparison to other areas that is expensive to run and has less firefighters.
- well done it is important what you are doing
- It looks & seems great but we worry that household will have to pay more to make up & help these plans. This will be difficult for a lot of people when our wages/salaries aren't great at providing us with disposable income
- keep consistent progress and communication
- very pleased with the service and the courtesy when in contact with members of the service
- if joining together, should cut council tax - reduce staff by combining more roles together so that jobs are not duplicated. centralise paperwork - do not need double number of people doing similar things
- Too much money is diverted from front line services by cutting back. New buildings don't put fires out. Firefighters riding fire engines do!
- I can not think of anything else
- saving operating cost is important, however the lack of police presence will only encourage more petty crimes police should have more visibility in Halton area.
- pets and animal owner should contribute cost it is the fire services to reduce the current council tax
- can not think of any
- council tax is already quite high is there a way on reducing cost. Are the new buildings really necessary or can old ones be improved?
- Spend money on front line. Not buildings. This could be renovated instead.
- Will the proposed new station for Chester improve the safety of residents? Clearly not: then how can it be justified when fire engines have been removed?
- As a Chester resident it's clear that the FA does not take into account "RISK" only "DEMAND" Let's see how long you can be lucky for. May god help the City as CFRS are clearly unable to. If I have a fire I want a Fire Engine not a new empty station.
- We need to be considered and given chance to see the plans and react accordingly.

- Another less than transparent document hiding the true strategy to decimate fire cover. Senior officers get £50K Pay rise each. Outrageous! What next direct payment from Urenco.
- The service constantly requires more space for back room staff, apparently. Incidentally there's been no proportional reduction in relation to Fire Fighter cuts. ON CALL STATIONS HAVE EXCESS CAPACITY USE IT. This would give added security to such sites. Top floor of Chester Fire Station is empty, why when you rent space?
- Refocus on core business. Not the peripheral issues which detract from it.
- No justification proposing a £5m spend on building new station in Chester. Shiny new stations will not make us safer. The trend of cutting front line services must stop.
- The oncall system is not working. Full time fire engines have been reduced and yet those left are now having to deal regularly with incidents in more rural areas on a regular basis. This leaves worrying shortages in urban areas. Simply put, you don't have enough full time fire engines. Regardless of what the "impartial" HMICFRS say!
- You cannot defend the year on year underspend of revenue budget which is partly collected through the rates and is expected to fund frontline services. Especially when surplus is transferred to Capital budget where it is funding unnecessary building projects which will not make population or firefighters any safer!!
- Return the second fire engine to Chester. Think hard and fast with regards demolishing and rebuilding Chester Fire Station. The new build may well be eco friendly but to achieve that an enormous carbon footprint will be created. Given the life span of the new building it may never achieve carbon neutrality. Money could be better spent.
- Why, when the Chair of the FA is campaigning for the return of the second pump to Chester, does this not feature in IRMP
- How can staff give feedback anonymously when they respond via the intranet through their own account.
- Stop the underspending of revenue budget on annual basis and transferring to capital. Front line services should be your priority. How can a new Chester station be justified when we need a second fire engine instead?
- Stay neutral from police. Reef plans for Crewe. Public currently value impartiality. use funding set aside to rebuild Chester Fire station to provide front line services instead. Renovate existing building and create community facility.
- Seriously consider refurbishing Chester Fire Station at a fraction of cost to renew. Not demolishing it. Government research shows a preference to do so. Consider the horrendous Carbon footprint created by demolition and new build. Will this new building make us safer ??
- Too great a reliance on the oncall pumps. Their availability is poor. Full time fire engines are often dragged out of area to deal with incidents in part time station areas. All wholtime stations should receive an immediate standby.
- Average attendance times would be easier to understand that a % within x minutes - also more transparent when comparing to government figures. Including other incident types such as fires in buildings such as hospitals, etc should be considered as they could be just as serious as a road traffic collision.
- Chester station should be renovated. It does not need knocking down. £5m is a waste of money. use it on front line services. Will a new fire station ever save a life? NO. But more fire engines and firefighters WILL save lives.
- The proposed spend on Chester fire station replacement is a sheer waste of public money. Refurbish instead. Government research states that refurb is preferred and creates 4.5 times LESS carbon footprint than comparable new build. Utilise the currently unused top floor as offices or for community use with lift installed. Taking into account any demolition works even the most eco friendly new build will not become carbon neutral for many years.
- Provide resources based on risk. Seems that once calls started to reduce resources were cut. Call nationally are now rising. Resources need to reflect this.
- Ride 5 on all pumps. Implement immediate standby moves to cover key stations. Concentrate on your core activities. This is where you should be judged. Not on how well you perform your peripheral activities.
- Do not support the increase in funding.
- Chester fire station should be refurbished and not demolished to be rebuilt. Install a lift and utilise the second floor as a community centre or possibly divide for office space. The proposed spend of £5m will not improve safety of firefighters, the public or the city.
- Get more involved in the building of high rise buildings and Enforce the regulations for buildings

- Review ratio of managers to on the ground staff.
- I definitely would support the 10-minute response time as an upper level- if you could reduce it across Cheshire I'd happily pay more
- Make on call in Chester at least get another pump there also your trainers are idiots
- I am very concerned that I hear that Chester Fire Station only has ONE fire engine at the station. I know Chester is a small city, but to have one engine covering the Chester area is outrageous IMHO. All these cuts! What price a life?
- I would strongly request that not only you retain the sole, existing Fire Engine for Chester City, but also, re - instate the one you axed !!! Do you expect people to simply put up with such an appallingly run "" Authority "" and its ludicrous decisions - for much longer?! save the £5 million you are going to squander on pulling down the Fire Station - which was allowed to run down, and re - instate the axed engine! The money is there!!! Chester is an historic tourist spot, that generates massive cash - flows. Put simply for the Local Authority; If people keep dying in fires, because they have to wait hours for Engines to come from God Knows where - and, beautiful buildings burn down - less cash for everybody - except, Undertakers!!!! think I've made myself nice and clear for you. Get to it, and STOP lying about "" having No Money ! "" No - One - outside Tory Councillors (And similar!) believe you !!!
- The public need to be more responsible for their actions I.e. speeding, careful in water in hot weather and careful with say fireworks etc. also people who attack firefighters whilst at work should be ashamed and punished
- I am unclear about the impact on local emergency response provision
- you don't get payed enough
- As long as the fire station on Chester rd, Macclesfield is kept good standards as I think they give a good service. They recently came out to my smoke alarm with very short notice which I appreciate. Not sure I will want to pay more council tax but I guess its inevitable
- I am assuming that this will mean the closure of the Ellesmere port fire station. Ability to move across county will be crucial
- keep up the good work
- would like to have a cleaner town
- I think that the public should be involved
- show how the council tax is benefiting are residents in Cheshire other than response work and modernising facilities/building
- will wait & see thank you
- The Fire Service is not value for money
- Why do you not use the same Infographs in the 2017/18 incident analysis that you use to predict 2019/20 incidents so people can see where you predict differences in incidents to be? The failure of the planning application for Chester station will mean a new approach being considered what is it? What consideration is being made in regards to the increasing number of dwellings being built with the inherent risks these families will present upon occupation. Is this being represented in the proposed infograph for future years?
- I would like you to be honest and open with the elected representatives, public and employees about the "reviews" to be taken on crewing levels and appliances being removed from fire stations. It's obvious that these decisions have already been made. They will result in the removal and downgrading of stations selected by senior management. There will be no suggestion of improving the staffing levels, appliance numbers or station situations. The fact you have already tried to get some of them passed this year already, might give the game away! At least have the decency to admit these cuts are being brought in because of cuts in Central Government funding and are driven not by the need to allow the service to grow and evolve but are also influenced by senior managers getting bonus payments and career development for getting them through. They are a sham and represent one view of the need for them. There will be no notice taken of any alternative strategy or suggestions, no matter what they say.
- I have very little trust and confidence in CFRS, after my experiences as an employee. I hope the voice of reason and common sense is applied in all decisions and throughout the leadership and management team. I believe that the policy support staff reporting to uniform officers should be stopped, if lesson learnt have not already been applied.
- It's a waste of money to the rate payers. All you are doing is recruiting even more pen pushers where they are not needed. Don't you think the real experts are those that actually do the job? Do you think the fire men/women/station officers need to be told how to risk something at ""coal face""? Every situation is different, they don't need some pen pusher to tell them what is safe and what isn't, and

how to go about it? They are not repairing a car. Does it matter what colour, religion, what sex I am, am I still the same sex or disabled is required for the questionnaire?

- we need a government that will put money into our much needed services
- Yes. The on-call model doesn't work. It is time that this is admitted by The Chief Fire Officer and the Fire Authority members. The availability targets for on call appliances are a joke. Many of them book on/off the run at will, with no consideration to availability of nearby stations, levels of reasonably predictable activity etc. Bonfire period is the best example. Please look closely at the availability of your on call appliances during this period over the last few years; they were BELOW average!! This includes one crew (Middlewich) who booked not available on Bonfire night to attend the 21st party of a crew member!! NOT acceptable. If you say that 90% availability is ok, then you are agree that a town or towns have NO FIRE ENGINE available for 36 days a year? And it is a fact that many stations do not achieve anything like 90%. A figure of 75% is more accurate in some areas. The fatal fire in Lache, Chester a couple of years ago was close to exposing this; Chester's ONE crew were out of area attending an incident that should have been attended by an on call crew, but they were not available. The subsequent attendance time was WAY OUTSIDE the 10-minute target you set. It has subsequently found that this was not a savable life, but the attending crew did not know that. Committing a crew of four to such an incident is dangerous. By continuously cutting front line services and relying more on the failing on call model, you are seriously increasing the risk of a fire death due to slow attendance, or a fire-fighter death due to exposing your staff to increased hazards and risk. The CFO and FA must know that this risk is carried by them. A final point: I have seen your staff carrying out engagement events relating to your plans at supermarkets. Are these events really of any value? Do the respondents actually have the opportunity to read and understand the IRMP before they answer the questions? I think not.
- Appears to have too much reliance on part time staff which are also very difficult to recruit bearing in mind you have to have the goodwill of employers
- Think about the reason for a: FIRE & RESCUE what it is obligated to provide under its statutory duties!! During time of such financial difficulties are all of the warm and fluffy things really required when you are struggling to staff fire appliances??
- No said them already! Stop getting persisted by office based individuals
- As a tax payer I would not mind paying more to support the vital services provided. More work around education alongside the Police and Ambulance services jointly could greatly impact behaviors the earlier the better. I still am very touched that whilst putting on jackets on their way to emergencies firefighters still had time to wave to my younger sons some 23yrs+ ago...keep you the good work your truly valued
- I oppose the building of a new training facility. Negotiations should be taking place with Greater Manchester Fire as they have just spent millions on a similar facility which is less than 10miles from the Cheshire border. It would cost considerably less to local tax payers if this facility could be shared rather than replicated a few miles down the road. In the current financial position the public want to see value for money for our public services, building your own training facility smacks of a vanity project and does not represent value for our money
- Your putting people's lives and your firefighters lives at risk. The fire service needs to be growing with the size of the country, not getting smaller.
- They need more staff, and by raising the need of more funds from the public and the government they may be able to do this- well believer of this statement
- I think all areas should have their own fire services
- Carry on the good work
- Sounds to me like money going to wrong place. Money for the boys not the workers
- No not really they do a great job I am very proud of the emergency services what they do to help keep people safe
- Not seen plan
- Just wish there were more individual fire stations instead of integrated ones
- Totally support giving more funding firemen/women danger money for dangerous jobs
- No, thank you
- I think you have covered everything. What you do saves lives
- Support our firefighters and forget collaboration, it doesn't work and doesn't save.
- Too much working with police should be two different services
- Support but not a increase in tax
- As long as no lives are put in danger by cuts or changes to your role, that's what matters to me
- The service requires better funding

- I have not read them!
- Increased funding is always the mantra of public bodies and public perception is one of waste, inefficiency, bureaucracy and irrelevant and duplicitous events/activities that do not focus on resourcing well appreciated and supported core frontline staff/services. Any increase would be viewed in the light of this.
- said it all above
- people should value the service, and not attack when the squad are trying to put fires out, IE bonfires
- It is different to comment on the financial provision of the fire service without knowing its position relative to other services such as police, ambulance and so on. One is not sure how equitably shares in the council tax are distributed
- police commissioner? becoming police/fire commissioner, you will come second class to police. They will get priority, beware police taking fire service autonomy away
- Fire men and women do a tremendous job and to all of the thank you!
- need to know more about it
- hopefully the largest proportion of the proposed 2.99% increase will go towards frontline firefighting and policing and not admin and management
- I feel more money needs to be ploughed into fire safety and to ensure safety of public and firefighters the government needs to increase funding. That being said the IRMP seems to be doing the best it can due to cuts.
- checking smoke alarms. Thank you
- does HS2 feature as a major factor on these plans?
- Not enough information to judge
- a very big thank you
- No. Thank you for all that you do
- for what you do, you are not paid enough!
- How can Penketh fire station be under review?!! It's just opened! You sold the station to us the community stating full time cover 24/7. Very underhand! It is clear that Penketh is a pretty busy station, and it also supports Warrington and Widnes. Stop cutting front line services!!!
- Overall I have significant support for the Service and the Authority. However, as a consultation there is very little here to indicate how the organisation will respond to any further reductions in funding or where it will place its priorities in the future. I therefore feel unable to give any meaningful comment or contribution, other than to say I think the Service should rescue people from fires or deliver fire safety advice, which surely is a given. Much more detail is needed for residents to make an informed contribution, even if this is a blank sheet or a new start, some idea of the Authority's vision would be welcomed before asking people to comment.
- Revisit the plan from the perspective of a resident. Review for VFM policy and your service delivery agreement. Set out 3 key priorities, 1 being the retention of staff of the authorities ability to listen to what the real issues are
- I don't think it is fair for the service to keep increasing the council tax fee up as over the years the fire service has gone over budget with projects like Lymm fire station and fire Hq and funding for fire control room at Warrington. Plus at one point the service had £47 million in its bank account and not even spent it.
- Stop wasting money on new buildings and invest in your full time fire fighters. All I want is a fire service that sends a fire engine. If I'm paying the same rate as a person in Cheshire west as in Cheshire East I expect the same level cover.

Appendix 6 – Staff comments received via the consultation survey

Several questions within the survey asked for narrative comment. Additionally, respondents were asked for any further comments at the end of the survey. Responses are provided by question. Responses which have provided either N/A or stated no further comment have been excluded.

What do you think that the top three priorities of the organisation should be?

First priority

- Focus on fire service core values. And stop adding work for other public services to what the service already does very well in driving down fire deaths
- On-call recruitment
- Operational response
- keeping on-call pumps on the run at all times
- Moral of staff
- Emergency response
- Its Firefighters
- Safety of the community
- Ensuring fire appliances remain available.
- riding 5 on pumps due to reduction in personnel and pumps
- Responding to emergency calls
- Responding to incidents in the targeted time
- Operational

Second priority

- Stop closing whole time stations
- Maintaining/improving fire stations
- Prevention and Community Safety
- keeping all remaining wholetime pumps
- Working conditions
- Prevention
- Its resources to equip those firefighters
- Serving the community
- Treating staff better.
- Cutting of 999 calls through prevention work and awareness advice
- Educating the public on fire safety/ road safety etc
- Operational

Third priority

- Invest in other departments with regards to training, it is not all about the Operational Department.
- Protection and Fire Engineering
- Communication between management and staff
- Protection
- The wellbeing of those firefighters
- Communication to staff
- Lobbying central Government for more money.
- Reaching people from all backgrounds to highlight issues
- Further embracing collaboration
- Operational

What do you think are the three biggest risks facing the Service?

Biggest risk

- Less people

- Letting other public services use frs success in public engagement for there own ends we are in danger of loosing faith in the public confidence.
- Financial
- further financial strains
- Low morale
- Not prioritising emergency response above everything else
- Government decisions
- Managers who still act in a heavy handed way leading to staff leaving.
- Making too many savings - Not having it's own back office staff
- Financial pressures and cutbacks
- Budget Cuts

Second biggest risk

- Low morale
- The blue light collaboration already feels like a disaster we have become second rate with regards to getting any thing done.
- Loss of experienced operational staff and their knowledge
- justifying keeping some wholetime stations
- Losing experienced staff to other fire services'
- Not listening to their staff
- Collaboration
- Pumps being unavailable.
- Response times and delays in getting to incidents
- Maintaining staff morale
- An increase in incidents

Third biggest risk

- Budget cuts
- Political
- Spending, on new builds.
- Not valuing their staff
- Stretching itself too thinly.
- The FBU
- Continuing to provide the same level of service to the public
- Skills shortage

Is there anything that the Service currently does that you think it should either change or stop doing?

- Consider allowing for less than 50 hour minimum hour contracts for some on-call staff to keep pumps on the run. Allow existing support staff to respond on-call whilst at work in their primary employment, as is the expectation for other employers.
- The incessant target driven culture has to stop. It is causing frustration, disillusionment and is having a detrimental effect on emergency response.
- The organisation devotes a massive amount of time to 'diversity' and LGBT issues. In its effort to be inclusive, all it does is single out individuals who may wish to just do their job and not be used as the face of LGBT policy in Cheshire. The organisation is obsessed with its Stonewall Top Employer score and yet only one other fire service features in the Top 100 (Tyne and Wear at no.59) , probably because other brigades are concentrating on more important issues they face with their staff such as mental health, staff retention and staff morale. Maybe the service could try to engage more with all its staff, not just those it chooses to score points.
- Again collaboration. Careful consideration to plans for the staff who it is affecting.
- HSA's are done very ineffectively, pumps driving around for hours on end knocking on the doors of people who aren't home or if they are don't need our help or don't want us there, a much more effective way would be to send them a letter (we already have their address) asking if they want a visit, the letter can have a leaflet inside to get some fire safety information across even if they don't want a visit, we need to massively reduce our carbon footprint and the current system doesn't help.
- Feeding the Fire Authority with food at meetings and also the Christmas meal.

- The service needs to remember what they're here for and concentrate on operational duties. It is like this part of the role has been forgotten about. The service is too target focused.

Are there any activities which the Service is not currently involved in that you think it should be?

- Co -responding across the Service
- Consulting with highways and other organisations regarding the development of new housing in Cheshire while not developing the existing infrastructure. This will obviously effect our response times due to the massive increase in grid lock traffic. This is something we seem to be silent about.
- Yes, but undertaking more, with less people, for no extra pay is not acceptable....

Which sections of the intranet do you find most useful?

- Emails Intranet
- Databases - FireCore, Gartan, etc
- Various links. Search facility
- The press release and news sections on the main home screen.
- The green
- All sections prove useful from time to time.
- Phone book and list of stations. But needs updating on a regular basis.
- Phone list
- Featured news, dedicated pages, staff directory.
- databases, organisational structure

Is there anything you would like to see introduced or changed to improve internal communications across the Service?

- Improved communications when people have changed roles - who does what
- Yes we appear to have list our Corporate comms dept
- more face to face comms and less reliance on the Green as a form of comms
- More info and updates about what staff have been up to in their personal lives. Achievements, fun runs, courses, fundraising etc.
- More face to face dialogue and less e mails...!!
- The service could be more open with the way it disseminates certain information. A clear link to the HMI survey was not put on the intranet, it had to be found in a hyperlink within the Green... its almost as if they didn't want staff to complete the HMI survey.
- Joint services staff to have more efficient access to Fire Service emails
- Internal social media, electronic news bulletin for all staff.
- seeing senior managers on station more. Even SM's are not seen on station as much now because of the work load in HQ

Is there anything that you think Cheshire Fire Authority should consider when planning a joint fire and police station in Crewe?

- Access for staff who are not based there all the time - if it is the same as Clemonds Hey it won't feel like a joint/shared building.
- Yes do not do it. OR at the very least ensure that FRS is recognisable to the public and it staff
- Joint roles in the future such as PCSO/On Call
- The impact this will have on the community aspect of a community fire station. These plans will obviously bring a heightened level of security, and it will be a shame for this to effect the charm of the current community fire station. Currently, members of the public regularly attend the station with questions, the community donate blood here, schools and cadets visit. Efforts should be made to maintain this. Also, there are currently at least three very healthy trees in front of the fire stations that should be maintained.
- They should consider not doing it. I think response side of both organisations should be kept separate.
- Yes. The potential impact on how the public view the Fire Service as being impartial from the Police. This could be compromised, should a joint station go ahead...

- Staff
- Solar panels, wind turbines, more natural light to reduce the need for lights to be all the time, more electric vehicle charging points.
- Utilising the views of operational staff. Not use ISG as the build of the new stations are really poor.

Is there anything that you think that the Service should either introduce or change in order to improve how it recruits and retains on-call firefighters?

- Streamline application process. Improve qualifying written tests - these are currently very confusing for candidates. Improve HR service to candidates and station management teams.
- Recognition and reward. Demands on On Call managers time, less oversight and form filling
- Consider reducing the minimum hours of cover necessary so that the commitment has less of an impact on peoples personal lives. Also consider making it easier for current support staff to carry out an on-call position.
- To improve the caliber of the on-call firefighters, the fitness tests and requirements for some basic level of at least O Level maths and English would be a good start to ensure we have people vaguely competent in both, as some seem to lacking both.
- Wider knowledge of how the support staff work and involvement staff still have even though based at Police HQ.
- Use on-call only for standby/CAM Moves. On-call pumps do not have targets to acquire and planned in the right way can be arranged in advance. Keep wholetime pumps on station to be able to achieve targets. This then creates an opportunity for on-call to attend more incidents.

Are there any other comments that you would like to make in relation to the draft Integrated Risk Management Plan?

- The review of Penketh fire station should not be happening. Penketh has already proved it is a vital asset, providing whole time fire cover. The potential down grading of fire cover at night is completely unacceptable. Penketh has been busy operationally, and is also the first supporting appliance into both Warrington and Widnes. The on call availability is very hit and miss, and is currently being propped up by firefighters undertaking 'whole-time on call' roles. CF&RS have cut more than enough from their frontline....NO MORE CUTS!!.
- Usual draft plan worded to fool the public into thinking they have a resilient fire service when the reality is that we are operating on luck rather than judgement most of the time. With the sheer determination of the management to beat down and bully firefighters and destroy morale, it is no wonder so many are leaving to join another service.
- Staff surveys are all well and good but it seems that for years we have had a number of surveys which are not acted upon, when will CFRS management get their heads around the idea that staff well treated and with some equality (proper resting facilities, time and a half overtime, not disciplined at the drop of a hat) will be more productive and happy to remain within the Service?

Appendix 7 – Responses received from partners and stakeholders

Partners and external stakeholders were either emailed or written to and encouraged to provide written responses and comments. Nine stakeholders provided full responses to the consultation, which are included below.

Consultation Responses

Christian Matheson MP

Dear Mr Cashin,

RE: Consultation Response to your IRMP 2019/20

I note that you are undertaking a 'whole of service review of the Service' and that you are inviting comments on your priorities and activities to improve safety in the local community. As the Member of Parliament for the City of Chester Constituency I welcome this opportunity and my comments are listed below.

I have sought advice from constituents with an experience and expertise in this area to help me formulate this response.

Can I also say at the outset that I am grateful that you took notice of my concerns about standby policy across the county, and have reduced the standby waiting time to 15 minutes. This demonstrates that you are willing to listen and be flexible and is much appreciated. Perhaps most importantly, I note that the biggest influence on any review must be the financial situation faced by Cheshire FRS, that the amount of government support will dwindle to zero in the next couple of years and I believe that this situation is unacceptable. I will do my part to achieve a fairer financial settlement for your service so that you are able to provide the service you actually want to provide.

1. It is my understanding that the 'National Framework for Fire and Rescue England' requires that you should assess the full range of fire and rescue related foreseeable incidents and make appropriate provision to respond.
2. The first version of the Cheshire Response Standards, which replaced National Standards and prevailed until 1 April 2013, set response times not only for dwelling fires and road traffic accidents, but also for fires in Business Premises, Special Service Calls (Life Risks- including COMAH Sites), Special Service Calls (non- urgent), Spillages and even small fires with no financial loss. The target performance level was set at 92%.
3. Your current Response Standards are not only limited in being only applicable to dwelling fires and road traffic accidents, but I believe the target performance level is much lower at 80%. Additionally, you have assured me that the current response time does include 'call handling time', when we have discussed this in the past.
4. The impact of this in the Chester constituency is that the historic city centre, with its huge tourist trade, its large hotels and nightlife, plus a racecourse which can host crowds of 40,000 people, is now subject to the same Response Standards as a small Cheshire village. This is because your current Response Standard does not consider building fires other than those in dwellings.
5. The pre-2013 Cheshire Standards set a wider range of risk assessed response time targets which meant parts of my constituency had a target of 6 to 10 minutes on 92% of occasions. This effectively ensured the same response time for Chester City Centre. These Standards even set an upper limit on response times of 'under 21 minutes' to something as low risk as a small litter bin on fire, which could be some distance away. My understanding is that there is no set upper limit time for Chester City Centre and no set response standards prevail for incidents such as the recent one at Chester Zoo for example. Although such incidents are rare, the 'foreseeable risk' always exists as

we have learned recently. Had the local fire engines been engaged at another incident at the time of call, it would not have been a Service failure if the actual response time had been 30 minutes or more, because there is no standard. Is it therefore the case that you have not been sending a 'Standby Fire Engine' to Chester because it is not consequential for your Performance Target?

6. I have heard arguments against this view from your predecessor on the basis that the houses adjacent to the Zoo set the Response Time. However, it is reasonably easy to anticipate where the house fires in Cheshire are likely to be, given population density, plus demographics and historic data. Therefore, by positioning your Fire Stations to service just 80 % of the anticipated demand means that you can cut resources. It is much more difficult to predict where other types of incidents, such as the Zoo, are likely to be. I worry that having no Response Standards for some of the other types of building fires, means the service is not adequately resourcing the 'foreseeable risk'.

7. A further argument I have heard in relation to your 80% target is that you achieve an 87% success rate. That may be the current position, but I feel that each time a Wholetime Fire Engine is cut, the only way performance can go is down.

8. The pre- 2013 Response Standards based on 'foreseeable risk' across Cheshire required 18 x 24/7 Wholetime Fire Engines. Your 2013-14 IRMP proposals if fully implemented would have left just 9 x 24/7 Wholetime Fire Engines. This is important for collective resilience when considering the risk across the whole of Cheshire as the events at Chester Zoo which, according to press reports required 15 Pumps, illustrated.

9. Clearly you can service your current targets with far fewer resources and this facilitates cutting Wholetime firefighter numbers and 24/7 Wholetime fire engines.

10. In my constituency, the reality under your current Response Time Standards is that every time Chester's Fire Engine goes out, the people of Chester are subject to a 'gamble' that there will be no second call. Chester is without a Fire Engine until either the Chester Fire Engine leaves the first incident or until a 'Standby' Pump arrives. This is in my view unacceptable and you will know I am keen for a second whole time fire engine to be returned to Chester.

In conclusion, I would urge you to provide a Fire and Rescue Service which is based on servicing 'foreseeable' risk and not anticipated demand, as per the National Framework.

I strongly believe that Chester City Centre and the COMAH sites in Ellesmere Port (where a serious incident could impact upon persons in the north of my constituency) should not be serviced by a Response Time Standard designed to service just 80% of dwelling fires and road traffic accidents within 10 minutes plus call handling time.

that was raised with me was about the availability of specialist resources at Chester to community. I understand that at Chester Fire Station there is a boat for swift water (as Chester obviously has the River Dee and other open water risks,) and it also houses a platform to service the risk of height, both rescues and firefighting.

In the last two years I believe that the service has gone from 'primary crewing' these resources, meaning they are guaranteed to be available 24/7, to 'switch crewing' which means if one goes out to an incident or is away training the other is unavailable.

I am concerned at suggestions that the service has failed to adequately assess the risk to the public and the safety of your crews in taking these specialist resources off-line.

I would be most grateful if you could consider a return to these most valuable specialist resources being primary crewed to ensure the safety of Chester residents and the safety of fire fighters.

Finally can I take this opportunity once again formally to thank you and your fire fighters for the service you give to our county. I will continue to make this point every time I contact you as it can never be repeated enough.

Thank you for your consideration and I look forward to hearing from you in due course.

Yours sincerely,

Chris Matheson MP

Justin Madders MP

Dear Mark

I understand today is the last day for representations on the IRMP. As you will know from our earlier conversations I am totally opposed to the proposed removal of the second pump from Ellesmere Port. I presume that my views will be taken on board but thought it best just to send them to you in writing anyway as I believe the proposals represent an unacceptable risk to my constituency.

Regards

Justin Madders
Member of Parliament for Ellesmere Port & Neston

Mike Amesbury MP

It is clear that Cheshire Fire and Rescue Service continues to face major funding challenges as a result of government cuts, and as a local MP I will continue to do all I can to oppose these cuts in parliament. The Draft IRMP makes clear that there is an intention to engage with the workforce in how to move forward and this commitment is positive. Engagement with the relevant Trades Unions and community is vital and whilst there remain concerns around the services' necessary capacity, resilience and staffing levels, engaging with the workforce on these questions is welcome. I welcome the commitment to consult further on any specific proposals and will consider and respond to these as and when they are developed – but will do so by taking a view as to whether they are the right approach to maintaining and delivering the best service possible for constituents and for supporting the dedicated, committed and skilled Firefighters and workforce that are the heart of the service and organisation.

Cheshire West and Chester Council (CWAC)

CFRS Integrated Risk Management Plan (IRMP) 2019-20 consultation
Cheshire West and Chester Council response

Cheshire West and Chester Council values its ongoing, positive relationship with the Cheshire Fire and Rescue Service (CFRS) very highly, and welcomes this opportunity to comment on its plans for 2019/20.

We further welcome the approach of CFRS to engagement - both with its own staff, as highlighted within this consultation, and in relation to its plans to consult more widely on a Whole Service 2020-2024 Review over the coming months.

In respect of the latter, the Council would ask that strong consideration is given throughout the development of these proposals to the specific risks associated with the heritage sites and structures of Chester city centre (including the Chester Rows) and the communities of Ellesmere Port, in the event that any future plans involve the relocation of assets, including fire engines (and the potential transfer of risk) from their current sites to elsewhere.

In relation to the draft plans within this Review, for 2019/20:

- The Council wholeheartedly supports the CFRS staff engagement survey proposal and intention to further consult on a Whole Service 2020-2024 Review, as above.

- We also support ongoing work to improve the ways in which the Service recruits and retains on-call firefighters; assuming that these improvements are likely to benefit not only the Fire Service, but response times and outcomes for the communities it serves.
- Regarding your proposal to increase the Authority's precept (Council Tax) by 2.99%, we recognise that all public sector organisations are operating within difficult financial circumstances. However, we would like to seek assurances that residents of Cheshire West and Chester have been appropriately consulted throughout the development of this proposal, and that all other alternative avenues (including those resulting in the precept being frozen) have been properly explored. In the event that the 2.99% increase is implemented, we ask that CFRS, in communications with our residents, makes clear that such decisions are made primarily to support the continued provision of high quality services to our communities.
- In relation to proposals concerning development work on St Anne Street, Sadler Road and Macon Way - and the wider programme of modernisation - the Council defers to any future decisions made by the relevant Planning Committees for those areas.

Finally, we would like to reiterate how much we value our ongoing, positive relationship with the Cheshire Fire and Rescue Service. This continues to promote a more comprehensive and effective level of protection for our communities than the Council or CFRS would be able to provide in isolation - particularly in relation to adult safeguarding issues such as self-neglect, hoarding, falls prevention and mental health. We would welcome the opportunity to explore further links with you over the coming months, including with our Early Help and Prevention Service, to ensure that every resident of Cheshire West and Chester continues to be as safe as possible.

Cllr Richard Beacham (CWAC)

Dear Mr Cashin,

I wanted to write with some personal comments for the IRMP 2019/20.

I have written to you before at the request of residents in my ward who have expressed concern about response times, and also about the number of fire engines servicing Chester.

The breadth of feeling seems to be strong when it comes to the preservation of Chester's historic buildings and big tourist attractions like the zoo.

I would absolutely support two fire engines for Chester, my sense is that it would give comfort to residents in the city who might also be concerned about the periods of time when Chester is without an engine if the St Anne's one is on a call and the standby has not been mobilised.

I understand from colleagues that adjustments to the standby policy are being made, which is welcomed. I hope that even more will be forthcoming as a result of this consultation.

Many thanks to the Fire Authority for seeking the public's views on these important issues.

Cheers,

Richard

Cllr Neil Sullivan (CWAC)

Cheshire fire authority Draft integrated management plan 2019-2020

As an elected member representing a Chester ward, I have reviewed the above document.

I am disappointed in the content which provides a good overview of the structure of Cheshire Fire and Rescue, but there is very little content for me to assess how well the service is performing, whether the performance is improving or going backwards, what level of value for money exists and how the service compares against benchmarked peer authorities.

I am concerned about service provision for the Chester area in the light of the opening of Powey Lane and the planned redevelopment of Chester fire station.

I objected to the planning application for Chester fire station redevelopment as it seems not to provide good value for scarce public money.

Essentially the plan entails rebuilding the existing fire station to reduce energy usage and raising an undefined amount through sale of some land for commercial use.

If the estimated build costs are c £5m and with an estimated saving on energy and other costs of perhaps £50,000 per annum this is a very poor rate of return.

The authority will be aware of concerns raised by retired firefighters that there are times when Chester is left without an appliance on call.

It would have been helpful if the Authority had answered these concerns in this plan.

What I would wish to see to meet my concerns on behalf of my residents are:

- Planned availability of appliances for Chester and with factual details of how long in the last 2 years there no appliance was available in Chester.
- A clear business case to support the redevelopment of Chester fire station showing capital expenditure, financing costs, income generation from land sale and quantified savings in running costs
- If it is still deemed needed to rebuild Chester fire station have you looked at sharing the facility with the North West Ambulance Service?
- Can alternative lower cost locations be looked at to generate more income from land sales?
- Detailed comparison against suitable peer authorities showing operational performance and direct and overhead costs
- A value for money assessment of the precept

Cllr Neil Sullivan

Cllr Gill Watson (CWAC)

I would just like to reiterate the comments of my Newton colleague Councillor Richard Beacham.

For some time now Newton residents have shared their concern with us about the need for two fire engines in Chester. They are particularly worried about the historic buildings in Chester that might be at risk particularly if there were several call outs at similar times. They are also concerned about the current standby time and ideally would like to see a time below 15 minutes.

Kind regards

Gill

Gill Watson
Councillor for Newton

Chester Retired Firefighters

Response to the Cheshire Fire Authority IRMP Consultation by the Chester Retired Firefighters.

The recently completed First Tranche of Inspections by Her Majesty's Inspector of Fire and Rescue Services highlights the following.

Cheshire spends £28,070 per 1000 of local population against a National Average of £21,350. This means, Cheshire spends 31% more per capita than the National Average.

Cheshire has 0.5 firefighters per 1000 of local population against the National Average of 0.6.

This means, Cheshire has 16% fewer firefighters per capita than the National Average. In short, we spend 31 % more to get 16 % less.

Looking at this a bit more closely, if Cheshire was to have the National Average of 0.6 firefighters per 1000 of local population this would increase the number of firefighters in Cheshire (population 1.05 million) by 105.

105 firefighters would go a long way to keeping Ellesmere Port's Second Fire Engine Wholetime, ensuring Chester has TWO Fire Engines and restoring Night Time Wholetime Staffing at Wilmslow and Macclesfield.

Of course, there is also the question of value and performance. Cheshire is the second highest per capita spending Fire and Rescue Service from the 14 inspected to date. Indeed, Lancashire who attained the same 'Good' ratings as Cheshire only spend £17,420 per 1000 of local population and yet they still manage to attain the National Average of 0.6 firefighters per 1000 population. So, Lancashire spend just 62% per capita of what Cheshire spends and they still manage to have 16% more firefighters per capita.

In conclusion, Cheshire spend much more per capita than other Fire and Rescue Authorities but we get considerably less front- line firefighters per capita in return. We would ask the Fire Authority to consider increasing front- line firefighters rather than reducing them. Only this action would justify the residents of Cheshire having to pay much more for their Fire and Rescue Service than they would have to pay if they lived elsewhere.

Graham Badrock

Chair of Chester Retired Firefighters on behalf of the Chester Retired Firefighters.
03/01/19

Fire Brigades Union

Executive Summary

The FBU were not going to submit a response to the draft 2019/20 Integrated Risk Management Plan on the basis that our previous comprehensive responses to the 17/18 and 18/19 IRMP process were largely ignored by both the service and the Authority.

Cheshire FBU made 11 recommendations in our 2018/19 response, recommendations that were to move the service forward in a progressive manner yet these have not been actioned.

Most alarming is the fact that within both of our previous responses we called for an independent cultural review, due to our members concerns over the management culture. These calls were ignored by both the service and the Authority – the result is that we have just been issued with a **'requires improvement'** by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services in the way CFRS treats its staff in particular regard to workplace culture.

Had the service and the Authority worked with the FBU this would have been entirely avoidable.

Our response to this year's draft IRMP and interim review of the service can be summarised as:

- The senior Management Culture needs addressing. Recruiting the right people into the right positions of leadership, with the appropriate personal qualities and attributes, and whom will work with the FBU is fundamental to the transformation of workplace culture.
- Ellesmere Port Station should retain the second fire engine given the high risks presented from Industry, petrochemical plant and COMAH sites in addition to the local population.
- The City of Chester should have two full time structural appliances to respond to the risks across the City from St Anne Street, to protect the high heritage risk, risk to the local economy and large student population. The safety critical specialist appliances should be primary crewed to ensure suitable provision of specialist equipment is available to meet the risks and provide safe systems of work to ensure the health and safety of the local community and of our fire fighters.
- The consistently failing response model at Wilmslow needs to be addressed. To rely on a mix of overtime from our members and over the border response from Greater Manchester is no longer sustainable. This station should be returned to a whole-time 24/7 response model.
- From our last IRMP response, the service disputed our claims regarding the number of occasions appliances dropped to 'Small Incident Units' crewed by only 3 fire fighters. The service later fully accepted our data was correct. Yet the service appears to have done little to safeguard against this dangerous and unacceptable practice.
- Our previous recommendations regarding Staff Welfare, procurement, staffing and establishment, relief plan management and organisational transparency need to be actioned.
- We have seen a very high number of fire fighters leave Cheshire and transfer to neighbouring Fire and Rescue Services. This is very concerning and places a strain on the staffing and response model. If the service wish to be a true employer of choice then it must work with the FBU to address the inferior terms and conditions which are at the heart of the transient workforce. Working conditions and environment, resting facilities and rates of pay for overtime have all been stated to officials as reasons for our members leaving
- Finally we need to adequately resource the service – the almost daily use and implementation of the degradation plan demonstrates the service have planned for shortfalls in crewing, by not having a fit for purpose ridership factor and is unacceptable. Taking off the run appliances and specialist vehicles increases the risk to the communities of Cheshire and

our fire-fighters. An injection of additional staff on to the duty systems would create capacity to avoid this practice.

In conclusion, we urge you to work closer with the professional voice of the fire service – the FBU and to provide a Fire and Rescue Service which is based on servicing ‘foreseeable’ risk and not anticipated demand, as per the National Framework.

Foreword:

The FBU firmly believes in and supports the process of IRMP as described in all of the current national guidance documents. The FBU wants to work with Cheshire Fire and Rescue Authority and the service to implement and to further develop the IRMP process.

Fire and Rescue Services are fortunate in that the majority of their employees are members of a single representative body, the FBU. By involving the FBU in the IRMP planning cycle, CFRS has the opportunity to draw on the combined experiences of the majority of its workforce when considering the health and safety implications of potential systems of service delivery work.

It is with this collaborative approach that we have managed to work closely with the service recently on a number of areas of success:

Emergency Medical Response:

The FBU worked alongside the service to successfully launch a pilot scheme, whereby our members respond to members of the community that suffer a Cardiac arrest (Red 1), and provide emergency intervention and basic life support. We jointly worked on creating the agreement with CFRS and NWS, and on the Standard Operating Procedures.

Station Manager Flexi Duty System:

We designed a new duty system for Flexible Station Managers that have achieved efficiency savings of c200k whilst up skilling the group of managers and allowing for family friendly arrangements during school holidays.

New Maternity Policy:

The FBU approached the service with policies from other FRS around the country that evidenced the need to overhaul our existing policies. Together we have worked hard to create a maternity policy which we believe is the one of the best of the country, and one that will help attract more female applicants, thus enabling our service to more diverse and representative of our communities.

The IRMP definition endorsed by the IRMP steering group is:

Integrated Risk Management Planning is a holistic, modern and flexible process, supported by legislation and guidance, to identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, Industry, the environment and heritage. FRA’s when establishing local options for risk reduction and management within annual action plans, must take account of the duties and responsibilities outlined in the national framework, the emergency services order, the civil contingencies Act and the Regulatory Reform (Fire Safety) Order.

This places emphasis on flexibility and partnership, working on local, cross border and regional planning for prevention and intervention activities to save and protect life and reduce the economic and environmental impact of fire to the community. Through this partnership approach IRMP should deliver a proportionate response, that is evidenced based, which will ensure efficiency.

It is with this in mind that Cheshire Fire Brigades Union has produced its response to the services 2018-19 Plan.

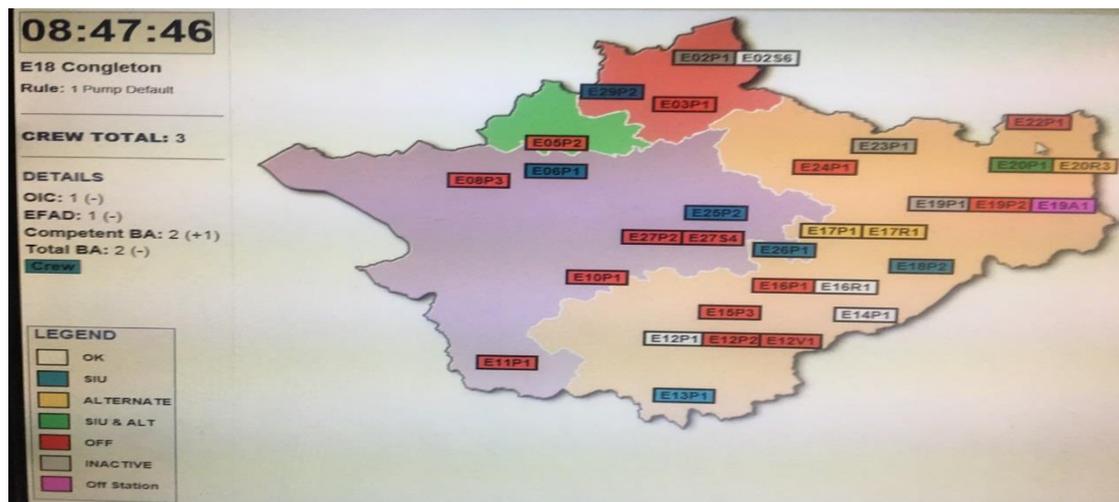
	2010/11	2011/12	2012/13	2013/14 + NWFC handling times	2014/15 + NWFC handling times	2015/16 + NWFC handling times	2017/18 + NWFC handling times
Number of whole-time FF's employed by the authority	524	496	478	456	430	390	?
Average attendance times – life risk	00:07:33	00:07:41	00:07:47	00:08:49	00:08:41	00:09:18	?
Average attendance times – all incidents	00:07:22	00:07:31	00:07:55	00:09:04	00:09:47	00:09:40	?
Number of whole-time appliances available to respond (Day)	20						18
Number of whole-time appliances available to respond (Night)	17						12
Number of Fire Deaths	9	6	4	3	5	6	8
Number of non-fatal casualties	85	104	105	115	140	142	
Total Incidents attended					7294	7716	
Average 'On Call' availability					73%	70%	
Levels of Reserves held	12M	16M	21M	29M	35M	36 Million	



This denotes not in receipt of information

Note: All information was obtained from either CFRS or published data from DCLG

The Response Model



The services own figures show that where the second appliance on a station is on call it is available on average just 40% of the time.

The pressures and expectations on our on-call staff are far removed from when the response model was designed, with on call providing cover at rural locations or additional support as the third appliance in towns, to expect the amount of availability, commitment and capacity for training given the little financial reward is unsustainable going forward.

Cheshire Fire and Rescue Service has again failed to make public the average attendance times for the second appliance attending an incident, we suspect this is due to the large lag times associated with appliances on the on-call duty system.

This impact's on the safety of crews on scene in the initial stages of an incident and also the public outcomes. When you consider that in Cheshire our full time appliances only crew to 4 riders instead of the nationally accepted 5 riders it is only a matter of time before one of our members is involved in an avoidable accident with potentially fatal consequences.

The lack of appliance capacity and resilience due to crewing to 4 riders can now be seen on a daily basis.

As a result of the loss of such large numbers of whole-time frontline fire fighters and appliances, the FBU strongly urges the Service to review each and every operating procedure to take into account the loss of that emergency frontline fire cover.

The review must take into account the revised safe working practises that would mitigate as best as is possible against increased risk resulting from the loss of immediate and adequate response to fire and other emergencies. It is one thing to declare that a fire appliance or appliances will be sent immediately to incidents it is another thing to apply that in practise. The low levels of retained availability compounds this issue.

The FBU have previously tabled a proposal which is a key risk and task analysis of all identified operational scenarios to the fire Service, which sets out the minimum safe number of firefighters for a number of known operational scenarios (33 in total). It is referred to as the Critical Attendance Standard, more commonly known as the CAST methodology.

The CAST methodology allows for a tightly-controlled phased arrival of fire appliances at emergency incidents. It takes into account of the effect of this phased arrival on both the incident and on the ability of firefighters to carry out Standard Operating Procedures (SOP's) without increasing the risk to themselves above a level which they would normally expect and facing situations which are themselves inherently risky. Determining what is an acceptable phased arrival – or **LAG** – in fire appliance attendance times i.e. the time between the arrival of the first fire appliance and the second fire appliance sent as part of the initial emergency response to an incident, is critical.

For example, one of the most commonly attended categories of incident for the Fire and Rescue Service is for a dwelling house fire and rescues are regularly and often successfully carried out in such incidents by crews. The risk and task analysis provided within the CAST scenario for such an incident identifies that a minimum of **9** firefighters are required to successfully resolve this type of incident safely. For clarity the CAST scenarios are wholly based on risk and task analyses undertaken by Government as part of the Pathfinder Review, it is effectively a Government scenario replicated and supported by the FBU.

The FBU have identified that one of the main issues of concern with the unprecedented loss of such significant emergency frontline fire cover is the amount of time it will now take for a second (or third) appliance to arrive on scene enabling the effective and safe working practises previously referred to. This LAG time not only informs how operational procedures can commence or continue, but it also is the very essence of the '*speed and weight of attack*' rationale often referred to by professional firefighters.

To underpin how important the speed and weight of attack is considered by Government as well as the professional firefighters the FBU refer the reader to the comments made by the former Prime Minister, Mr. D Cameron MP, in response to a question put to him in the House of Commons at Prime Ministers Question Time. Mr. Cameron stated at the time that '***Hon. Members must recognise that the most important thing is the time it takes the emergency services to get to an incident. As constituency MPs, we are naturally focused on the bricks and mortar items—whether ambulance or fire stations, or other facilities—but what really matters for our constituents is how quickly the emergency services get to them and how good the service is when they do so.***'

The Fire Brigades Union agrees completely with this comment made by the former Prime Minister.

Therefore the speed and weight of attack is crucial for both firefighter and community safety with the timely and appropriate provision of adequate numbers of firefighters. In its absence, safe systems of work are compromised and alternative less desirable strategies must be considered and implemented.

However, when someone is screaming at firefighters to act, to rescue their parent, their partner or their child, and you are there as part of the fire service response, it does not matter how '*self-disciplined to work within accepted systems of work*' you may be, as a firefighter coerced into responding.

These are not individual decisions. Such is the frequency of this event that they have become accepted group decisions amongst firefighters throughout the service. In short - they are given no alternative.

The Review of Standards of Emergency Cover undertaken by Government in 1999 recognised this problem, and the 'Pathfinder' report is crystal clear on this point. In any planning decisions relating to **when** the required firefighters and equipment should arrive at an emergency incident, it warns

against placing firefighters in a position where they have no option but to act – even when there are insufficient resources available:

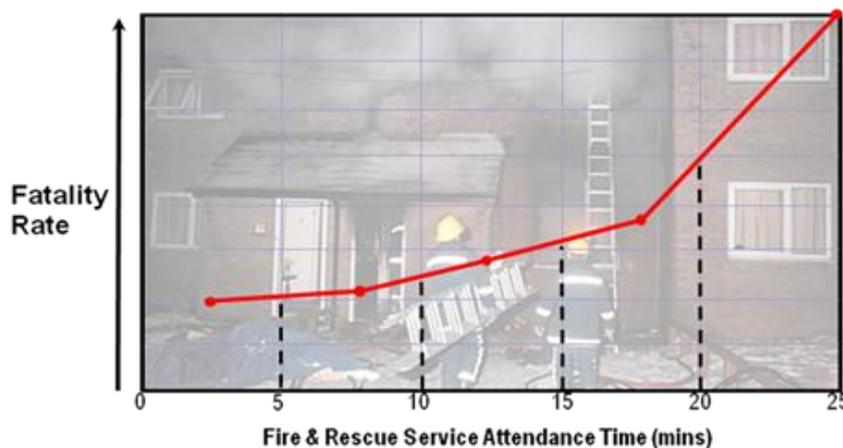
“... it is essential to avoid situations which could motivate or pressurise firefighters to act unsafely in the interests of saving life.”

(Review of Standards of Emergency Cover - Technical Paper C – Response & Resource Requirements)

This is the very situation the FBU are referring to and potentially the very real danger facing CF&RS personnel unless dealt with appropriately.

To delay the speed and weight of attack has known effects in relation to fatality rates. It is now a regrettable fact that response standards within the UK F&RS's, including Cheshire, are getting slower, and that trend will continue given the latest round of cuts.

The following graph displays the rapid rise in rate of fatalities the greater the response time, remembering that to safely conduct most operational activities a minimum of nine firefighters are required as demonstrated by the CAST scenarios. So a first attendance while useful does not stop the clock ticking as the safe systems of work identified by CAST requires the full resource provision of 9 firefighters as a minimum.



The 2018/19 claims to have ‘improved efficiencies’ over the past 5 years, but the reality is a legacy of increasing attendance times and increases in fatalities and injuries against a backdrop of a move away from the old national standards to the ‘Cheshire 10 minute response’ which we know is actually a 13-14 minute response.

A new Automatic Fire Alarm policy which we believe is very dangerous, and has already seen increased fire and smoke damage to a historic property since its introduction.

New 12 hour shift systems for whole time operational fire fighters that are unpopular with staff and that are pointless, other than in reducing the number of staff employed by the authority.

Implementing Day crewing systems that again make reductions in the number of staff employed.

‘Working with partners to deliver safe and well assessments’ and forced Entry activity which has undermined the National Joint Council for Fire and Rescue Authorities as it has co-ordinated this

work with a view to broadening the fire fighter role map, and in which Cheshire did not take part in submitting data. This is now a cause of Industrial tension across Cheshire FRS.

'Improving emergency response and safety of fire fighters' yet the service has reduced the number of full time fire fighters employed and has also reduced the numbers attending incidents on the appliances.

Is the current response model fit for Purpose?

A new approach to attendance planning

For the last half of the 20th Century, the minimum level of fire service attendance at fires in the UK was defined by national standards of fire cover. These standards defined the number of appliances, the crew size and the attendance time.

At the beginning of the 21st Century, national standards of fire cover were abolished, and it was left up to each fire and rescue service to set its own standards. The type of fire appliances, the crew sizes and the attendance times could all be set locally.

It was believed that the old national standards of fire cover did not reflect the modern fire and rescue service and did not address the true risk within the community. Setting attendance parameters at the local level was intended to deliver a better service to the public.

However a *method* was required that would analyse modern fire and rescue service capabilities so that the effect of changes to attendance standards could be examined and assessed prior to implementation.

The *method* that was developed by government scientists was called the Brigade Response Options System (BROS).

Brigade Response Options System (BROS)

Although it is called a *system*, BROS is essentially a *process*. Computer software has been created to make the BROS process easier to put into practice, but it can just as easily be worked out on paper.

BROS is a timeline based task analysis process.

The available firefighters are listed down the left hand side of a table, and the passage of time is represented across the width of the table. See Figure 1.

	1 minute	2 minutes	3 minutes
Officer in charge			
Firefighter 1			
Firefighter 2			
Firefighter 3			
Firefighter 4			

Figure 1. Task analysis table

The idea is that the activities undertaken by firefighters at an incident can be 'blocked in' to the table to show what each person is doing at any moment. This process is known as *task analysis*

This is not a process that produces results that are of 'engineering accuracy', but if the skill and judgement of a large number of professional firefighters is used to fill in the table, a realistic and justifiable outcome is obtained.

The BROS process is particularly useful for a number of reasons:

- BROS is not limited to attendance at fires. It can be used to assess the effect of attendance standards at any emergency incident.
- BROS can be applied to a 'typical' incident or it can be applied to a very specific case.
- BROS can be applied using 'typical' fire and rescue service resources or it can be applied using the known resources of a particular service or fire station.
- There are only as many rows on the table as there are firefighters. This avoids incorrect assumptions being made about the activities that can actually be carried out by the number of firefighters in attendance.
- The timeline encourages users to remember that certain activities cannot be started until other activities have been completed.
- The timeline makes it possible to work out the effect of actual attendance times of second and subsequent appliances just by adding more rows to the table at different times.

In very simple form, a table might look something like Figure 2 as it is completed:

	2 minute		4 minutes		6 minutes	
First appliance:						
Officer in charge	Risk assessment		Supervision		Briefing	Supervision
Firefighter 1	Pump operation					
Firefighter 2			BA rescue			
Firefighter 3			BA rescue			
Firefighter 4	Supplying water		Managing hose			1 st aid
Second appliance: (arrival time 5 minutes after 1 st appliance)						
Officer in charge					Briefing	Com support
Firefighter 1						Firefighting
Firefighter 2						Firefighting
Firefighter 3						1 st aid

Figure 2. Task analysis table being completed.
Lag between 1st and 2nd appliance arrival is 5 minutes

A number of points must be considered at this stage:

- **Firefighter safety**

BROS enables an analysis of firefighter safety to be undertaken in the earliest planning stages of attendance planning.

As the rows in the table are filled in by professional firefighters, they will easily be able to identify issues of firefighter safety that place a demand on resources. For example, at a motorway incident, it may be necessary to allocate the activity of 'scene safety' to one person for the duration of the incident. This fills in one line of the table, and all of the other activities at the incident must be distributed amongst the remaining lines.

- **Firefighter physiology**

Firefighter physiology must be taken into account when using the timeline approach of BROS.

For example, if it is assumed that firefighters will be wearing breathing apparatus in arduous conditions, a period for recovery must be blocked into their timeline afterwards.

- **Resilience**

If the table shows every single firefighters to be engaged in risk critical activity and/or activity critical to firefighter safety, it must be realised that the task being described is 100% reliant on all equipment working, and on all firefighters being uninjured and not distracted.

If a hose needs replacing, or a firefighter is injured or forced to control bystanders, other important tasks will be delayed.

It is therefore not a bad thing that there will be periods of time when some firefighters will not be allocated tasks within the table. This provides built-in resilience to ensure that an incident can be concluded successfully even if unplanned events occur.

- **Starting position and incident development**

The initial scale of the incident and its growth or decline must constantly be kept in mind.

The BROS process does not consider the attendance time of the first appliance. (It would be possible to consider 'driving to the incident' as an activity, but attendance time should really be considered in a different way).

The important question is, exactly what will the first appliance in attendance be faced with?

If it is assumed that the attendance time of the first appliance will be 4 minutes, a fire will be a certain size. If it is assumed that the attendance time of the first appliance will be 8 minutes, a fire will be four times as big.

This is important because when considering tasks, a crew of five arriving at a fire after 4 minutes might be assumed to be enough to bring the fire under control. However a crew of five arriving at a fire after 8 minutes will have more tasks to perform – that will take longer – and they might NOT be able to bring the much larger fire under control.

In 2003/04, the FBU was concerned about the way in which fire and rescue services might apply the principles of task analysis and attendance planning.

The FBU therefore took a range of 'typical' emergency incidents and put them through the BROS process to identify the *critical* attendance standard that was required to deliver a satisfactory outcome.

The meaning of the word 'critical' is that fewer resources (firefighters) in the attendance standard would deliver a worse outcome, but additional resources (while beneficial) would not have a proportionately improved effect on the outcome.

For example, at a 'typical house fire', two appliances comprising 9 crew are able to safely commit two breathing apparatus teams to search for casualties and extinguish a fire. A single appliance crew would take twice as long to search a smoke filled house and would be unlikely to do so in compliance with a safe system of work. But equally, three crews and 13 or 14 firefighters would not be able to search a 'typical' house that much more quickly because – apart from anything else - three or four breathing apparatus teams in a 'typical' house fire could get in each other's way and slow each other down. Thus, the 'critical' attendance at a typical house fire is 9 firefighters.

Note: Not all houses are typical and not all fires are typical so in some circumstances more than 9 firefighters would be critical to delivering a satisfactory outcome at a house fire.

The FBU's *critical attendance standards* are therefore nothing more than the results of FBU members carrying out incident ground task analysis using BROS, the Brigade Response Options System.

Using CAST 10 years on

When they were first published, the FBU's CAST scenarios were widely used by both FBU officials and directly by fire and rescue services. The assumptions upon which they were based were realistic at the time and they could be – indeed they *were* – used to set fire and rescue service intervention standards.

As analysis of the typical resource needs at a range of typical incidents the CAST scenarios are generally just as valid today as they were when they were first published.

However, there have been some changes in procedures and in the type and availability of equipment used by fire and rescue services over the last ten years. Lessons learned from tragedies such as Harrow Court, Atherstone on Stour and Shirley Towers need to be incorporated in attendance planning, as do the greater use of command support and the 'typical' availability of equipment like thermal image cameras and positive pressure ventilation.

These sound like arguments for updating the CAST scenarios. But on the other hand, despite the best efforts of FBU officials and others outside the fire and rescue service, there has also been a great deal of fragmentation of services over the last ten years.

- Appliance crewing levels vary significantly by day and night,
- Planned attendance times for the same kind of incident can vary by 100% from one service to the next.
- Crewing levels of four or less on the first appliance to be mobilised is now a conscious pre planned decision by Cheshire Fire and Rescue Service.

Post script on the application of BROS to training

- So-called 'standard operating procedures' describe the idealised approach to dealing with different kinds of incidents. Training is then based on learning and practising standard operating procedures.
- However, standard operating procedures often assume an unrealistic level of resources at the early stages of an incident. This has always been the case in rural areas, but if the current round of cuts take place, it will be the case in some urban areas as well. What this means is that training firefighters to carry out 'standard operating procedures' fails to prepare them to deal with the situations in which they might actually find themselves.
- For example, a standard operating procedure for a non-dwelling property fire involves the use of two appliances and their crews. But in many parts of the country, a single appliance might be on its own at a non-dwelling property fire for five or ten minutes or more.
- During that time, the crew cannot operate the 'standard operating procedure', instead, the officer in charge has to make things up as they go along (or 'carry out a dynamic risk assessment' as it is often called). This is a completely unacceptable situation to put someone in when it is completely foreseeable.
- The solution is that the BROS process of task analysis should be used to analyse the activities that could be carried out by a single appliance for five or ten minutes or more. The crew in question should then train to undertake those activities, they should *not* train to implement an inappropriate 'standard operating procedure'.

Within an Integrated Risk Management Plan (IRMP), local fire & rescue authorities are required to set out how they intend to make adequate provision for prevention and emergency intervention to meet efficiently and safely all normal requirements.

The nationally circulated guide 'The Dynamic Management of Risk at Operational Incidents, A Fire Service Pamphlet' states:-

"Legal Fire Authorities, in common with other employers, have many legal duties in respect of safety. The most relevant to this document are those imposed by sections 2 and 3 of the Health and Safety at Work Act 1974 and regulations 3 and 4 of the Management of Health and Safety at work Regulations (MHSAW), 1992. These require employers to ensure, so far as is reasonably practicable, the health, safety and welfare of employees and others affected by their work activities.

In order to achieve this, they must carry out and record suitable and sufficient risk assessments, then implement the control measures necessary to ensure an acceptable level of safety. Both the risk assessments and the control measures must be regularly monitored and reviewed to confirm their continuing validity."

Ultimately the Service cannot consult the public on a matter that will potentially put the health and safety of firefighters at risk. Matters that potentially put firefighter's safety at risk must be addressed and resolved through the health and safety committee. Just because the public do not raise any objections to a proposal that will put firefighters at risk, does not mean that the Service can implement that proposal.

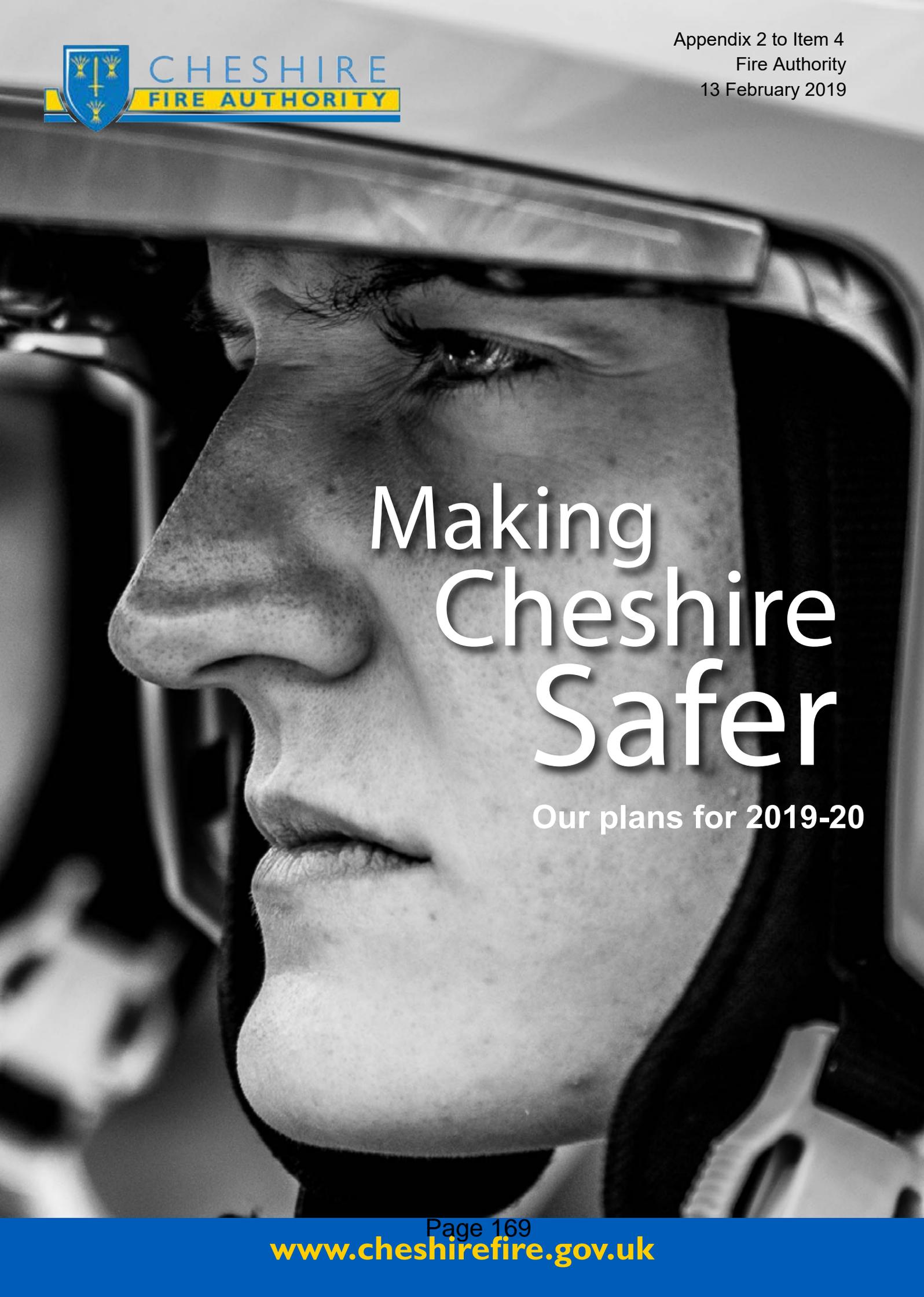
North West Fire Control

The provision for mobilising the fire appliances and resources rest with the individual Fire and Rescue Authorities, which is then contracted out to North West Fire Control Ltd, and arrangements made through service level agreements. But these arrangements are not subject to public scrutiny not are they contained within the Cheshire IRMP, and North West Fire control Ltd do not produce an Integrated Risk Management Plan. None of the arrangements are available to the Representative Bodies, there is not consultation nor are they available for public Scrutiny. For example, the arrangements for dealing with a critical loss of infrastructure, IT systems, flu pandemic or Industrial action have not been subject to this scrutiny process. This lack of transparency is a serious concern. Let us remember that North West Fire Control Ltd is supposed to be a public service led company.

As the mobilisation of appliances and resources is absolutely pivotal in terms of our statutory duty, response and safety, the process of examining the existing arrangements allowing for evaluation and a continuing cycle for improvement is clearly absent under the current constitutional and operating arrangements.

We have also discovered that the average call handling time for North West Fire Control had increased to an incredible 3 minutes 36 seconds which a cause for serious concern. Staffing issues within NWFC continues to impact on performance and wellbeing of our members. Additionally we believe that the people of Cheshire have a right to know that the Limited company is financially viable or underwritten.

The external auditors have also advised that the public accounts in terms of cost should be included in CFRS accounts which currently they are not.



Making Cheshire Safer

Our plans for 2019-20



Annual Action Plan (IRMP 16) 2019-20

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Foreword

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

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

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

This coming year will also see work commence on multi-year programme of estates modernisation and refurbishment to ensure our buildings are fit for a modern fire and rescue service and provide a better physical working environment for our staff. As outlined further in the document, the Authority will also be starting construction work on a new operational training centre at its Sadler Road site in Winsford; undertaking a staff engagement survey and developing an action plan to address findings of the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).



Mark Cashin
Chief Fire Officer
and Chief Executive



Councillor Bob Rudd
Fire Authority Chair

Your Service

Overview

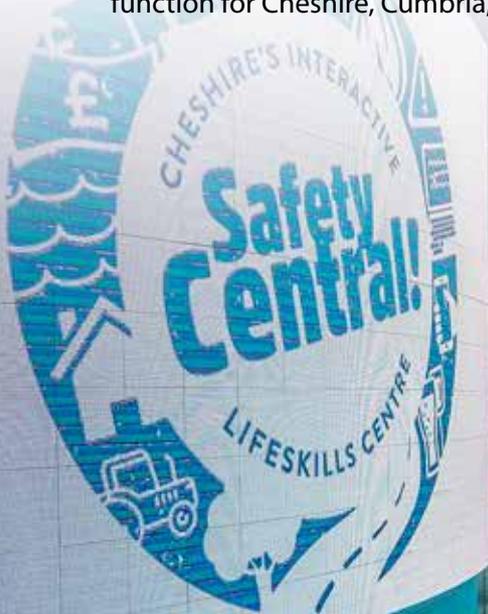
Cheshire Fire Authority is the publicly accountable body consisting of 23 elected councillors from the four council areas of Cheshire East, Cheshire West and Chester, Halton and Warrington. The Fire Authority oversees the fire and rescue service on behalf of the communities of Cheshire. You can find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

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

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

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

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



Service Delivery



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

Operational Policy and Assurance



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

Prevention



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

Protection and Organisational Performance



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

Joint Corporate Services



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

Our Risks and Influences

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

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

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

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



The Risks We Face

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

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

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

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

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

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

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

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

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



Responding to Risks



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

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

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

2017-18 Performance Data

7,849

Incidents attended



2,773

Fire incidents



2,042

Non-fire incidents



185

Fires in non-domestic properties



392

Accidental dwelling fires



116

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



Predicted number of incidents per year



485

Residential Fires



13

Rescue or Evacuation
from Water



291

Road Traffic
Collisions



5

Boat Incidents



2

Rail Incidents



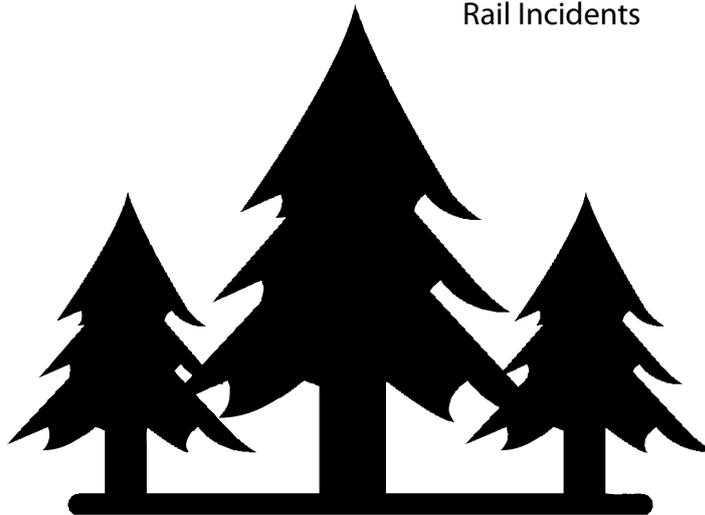
189

Effecting Entry ²



140

Flooding



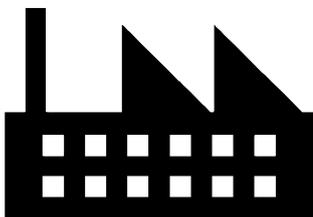
1,187

Outdoor Fires



75

Hazardous Materials
Involved ¹



231

Non-residential Fires



1

Aircraft Incidents



59

Animal Assistance



300

Vehicle Fires

¹ 50 relate to fires and 25 to Special Services eg gas leaks, chemical spills

² The majority (80%) of incidents involve persons locked in. Of the 80% which involve people being locked in (151 incidents), about 81 will involve a child. These figures do not include gaining entry to assist North West Ambulance Service.

Making Che

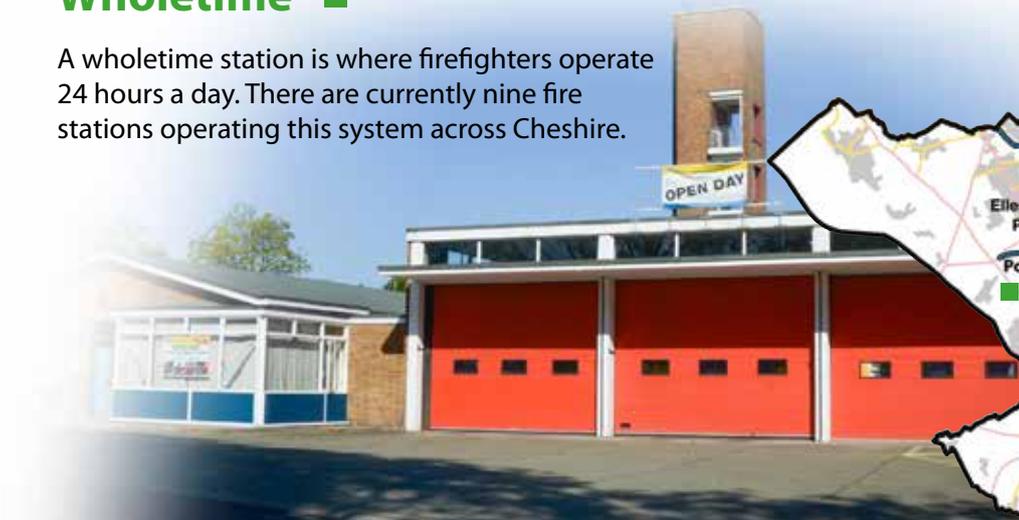
The Authority needs to balance the provision of fire and rescue services across the whole of Cheshire according to its resources and local risks. The map below outlines how emergency response functions are provided across the county.

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

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

Wholetime ■

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



On-Call ●

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



Cheshire Safer

Day Crewing ▲

During daytime the station is crewed by wholetime firefighters, who also live close to the station to provide emergency cover overnight.

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



Nucleus ◆

Stations operating the nucleus duty system are crewed by wholetime firefighters during day-time hours and then by on-call firefighters overnight.



Keeping Our Community Safe

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

Service Delivery

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

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

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

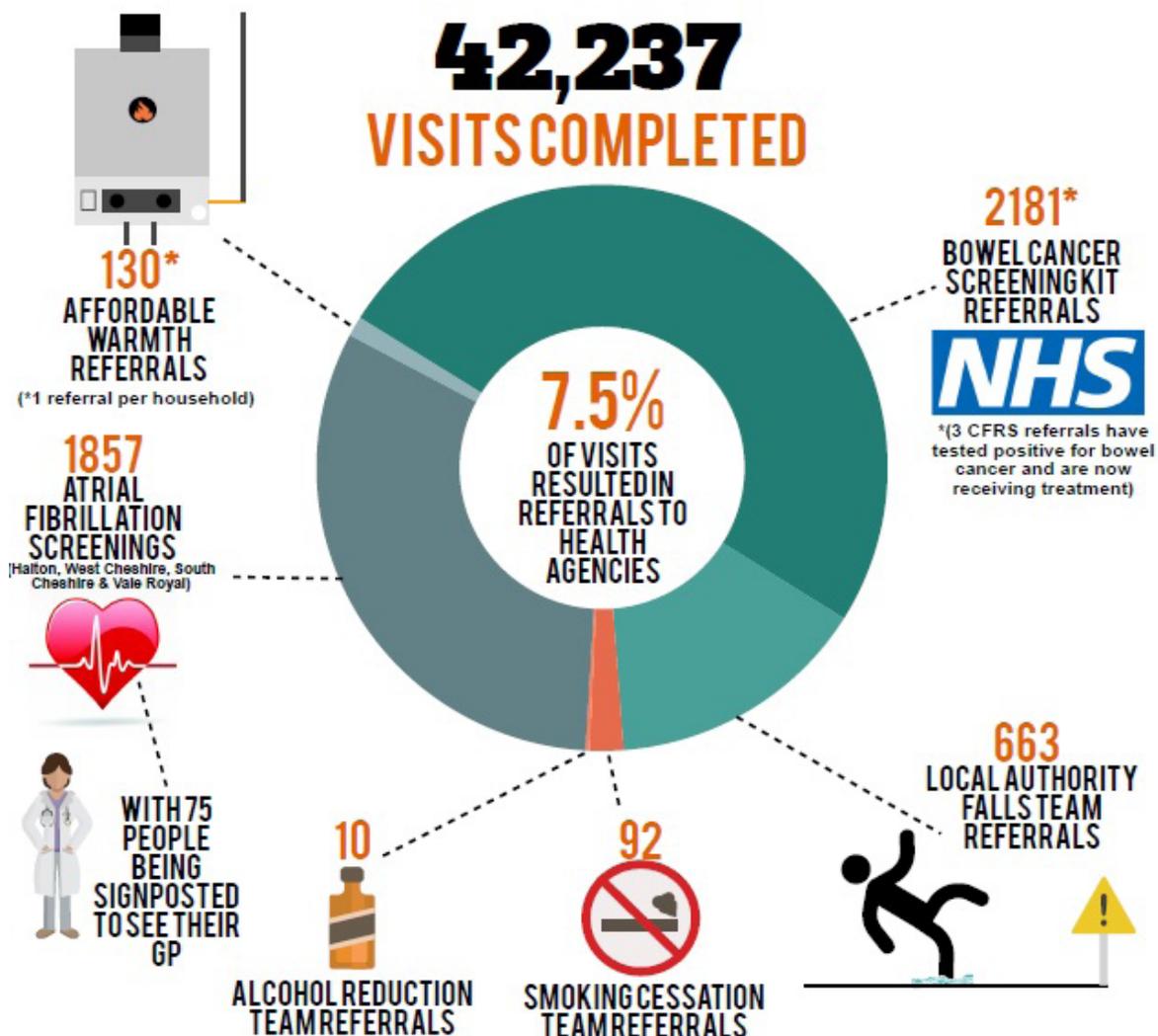


Prevention

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

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

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



The Authority is now in its 26th year of delivering the Prince's Trust TEAM Programme for 16 to 25 year olds. Alongside the Prince's Trust, the Authority also delivers RESPECT and Primary RESPECT programmes to encourage positive behaviours in schoolchildren at risk of exclusion. Cadet units are based at most fire stations across the county, providing young people with the opportunity to gain skills and qualifications.

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

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

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



Protection

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

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



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

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

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

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

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

Developing the Organisation

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

Our People

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

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

July 2018 saw Cheshire Fire and Rescue Service undergo its first inspection from HMICFRS. The inspection looked at the effectiveness and efficiency of the Service, as well as how it looked after its people. HMICFRS rated the Service as 'good' in most areas, with it requiring improvement in how it looks after its people. During 2019/2020, an action plan will be developed to address the findings of the inspection and areas of improvement identified by HMICFRS.

The Authority is committed to being an open, inclusive employer. It is proud to have been ranked 3rd in the Stonewall Workplace Equality Index for 2019, ranking Cheshire as the best performing public sector organisation, emergency service and North West employer within the Index. This demonstrates the Authority's ongoing commitment to the lesbian, gay, bisexual and transgender (LGBT) community. It will continue to support positive action and community events to help encourage recruitment from under-represented groups such as women and black and minority ethnic residents, to make the organisation more representative of the local community.



Collaboration

The Policing and Crime Act 2017 placed a duty on all emergency services to explore how they can better work together. Prior to this, Cheshire had already delivered significant collaboration with partners to establish North West Fire Control, and develop an emergency services hub on the site of Poynton Fire Station.

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

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

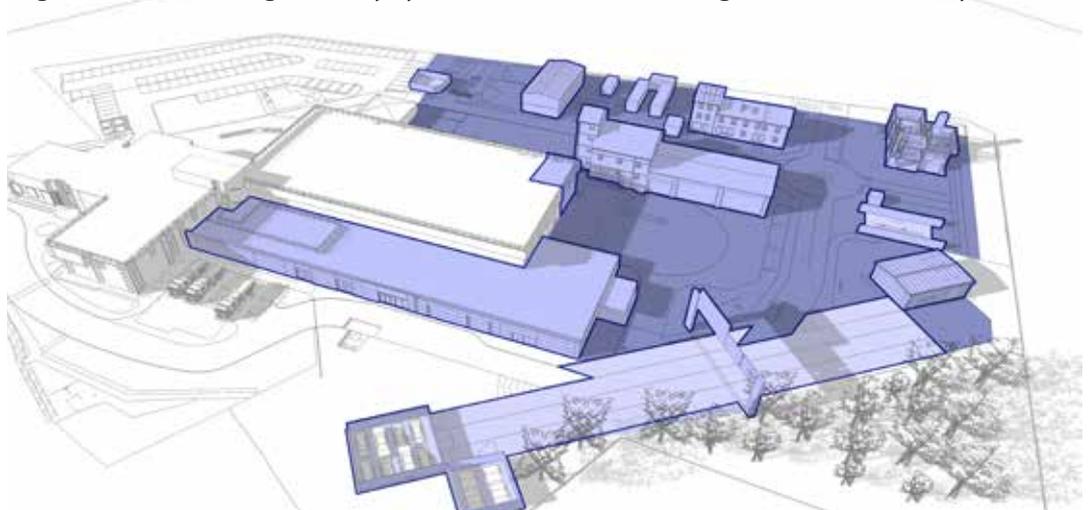
This collaborative approach has also led to the establishment of a police base within Frodsham Fire Station. Further opportunities to collaborate are also being explored, including the creation of a joint fire and police facility on the existing site of Crewe Fire Station.

Training and Development

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

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

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



Our Finances

Cheshire Fire Authority is funded through a combination of central government grants, income from business rates and through its share of council tax, called its precept. Council tax makes up around 67% of the Authority's funding with government funding and business rates comprising the other 33%.

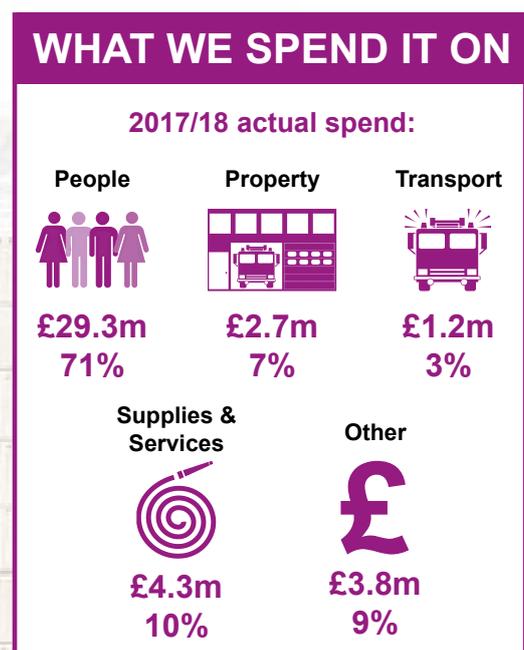
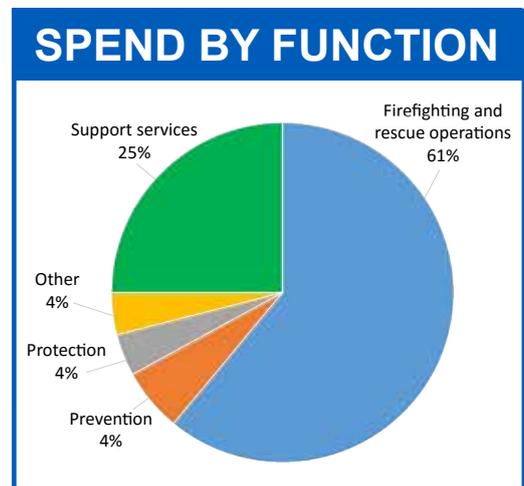
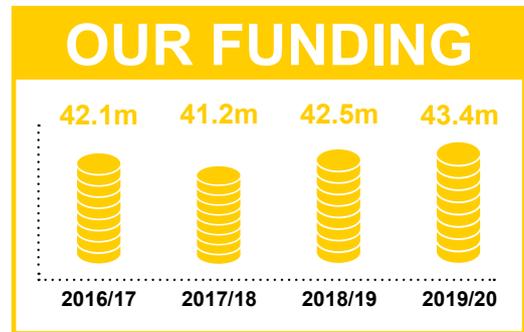
For the last full financial year, 2017/18, this resulted in a budget of £41.2m. The graphic on the right of this page outlines how this budget is split between the Authority's various functions. Further detail can be found in the Authority's 2017/18 Statement of Accounts, accessible via our website www.cheshirefire.gov.uk

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

Using the assumptions outlined above, the Authority will be required to make savings of approximately £3.8m up to 2021/2022. However, it is important to note that this figure may adjust dependent on factors such as government spending decisions or having to fund pay increases in excess of the assumed level, should they not be funded from central government.

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

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



Our Future

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

The Whole Service Review will also incorporate and expand on previous reviews, including the crewing arrangements at Wilmslow and Penketh fire stations; the provision of the Authority's third aerial appliance and the second fire engine at Ellesmere Port. It will also include the outcomes of reviews of the Service's Prevention, Protection and Operational Policy and Assurance strategies.

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

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

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

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



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

Involving You

This document sets out the Authority's plans for the forthcoming financial year in 2019/2020. The proposals within the draft version of the Plan were subject to a 13 week consultation between 1st October 2018 and 4th January 2019 and aimed to encourage feedback from members of the public, staff and local stakeholders and partner agencies.

Feedback was received in a variety of ways. In total, 519 members of the public responded to the consultation. This was complemented by responses from nine stakeholders and over 70 visits to individual teams across the Service by senior managers, alongside 15 responses from staff via an online survey. Members of Cheshire Fire Authority have received emerging feedback through the consultation process and a full feedback report was considered by Members of Cheshire Fire Authority at their meeting on 13th February 2019, where Members also set the Authority's budget for 2019/2020.

Copies of the full consultation report and the minutes of the Fire Authority meeting of 13th February 2019 can be found online at www.cheshirefire.gov.uk

If you would like to take part in future consultations regarding Cheshire Fire and Rescue Service then please check the consultation section of the Service's website or get in touch using the details below:

Email: consultation@cheshirefire.gov.uk

Tel: 01606 868700

Post: Cheshire Fire and Rescue Consultation
Joint Corporate Services
Clemonds Hey
Winsford
Cheshire
CW7 2UA

Social media:



Cheshire Fire and Rescue Service



@CheshireFire





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Online Home Safety questionnaire



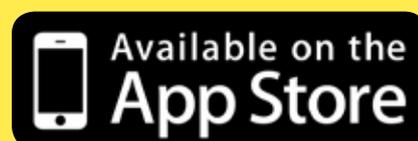
Risk Rater app



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

www.cheshirefire.gov.uk/homesafetycheck

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



CESHIRE FIRE AUTHORITY

MEETING OF: CESHIRE FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL
PERFORMANCE
AUTHOR: ANTHONY JONES

SUBJECT: HMICFRS INSPECTION REPORT

Purpose of Report

1. To present the outcomes from the report about the inspection of Cheshire Fire and Rescue Service (CFRS) by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in the summer of 2018.
2. To provide some context about areas of the inspection report
3. To explain how officers are intending to deal with the Areas for Improvement and report on progress.

Recommended: That Members

- [1] Note the content of the inspection report.
- [2] Note the relative performance of the Service compared to the other services in the first tranche of inspections.
- [3] Confirm the progress reporting arrangements relating to the Action Plan referred to in paragraph 15.

Background

4. HMICFRS was created by the Government to carry out independent inspections of all 45 English Fire and Rescues Services (FRSs) in 2018 and 2019. HMICFRS elected to inspect and report on individual Services in 3 groups and to produce an annual 'National Summary report' of the English FRSs.
5. The inspection process consisted of a wide variety of pre-inspection evidence gathering in the form of data and documents, a qualitative self-assessment prepared by CFRS and a strategic briefing delivered by the Service Management Team. Teams of inspectors also visited CFRS several times culminating in the week long inspection commencing 2nd July 2018. Inspectors gathered in excess of 1,000

pieces of evidence, engaging with over 160 members of staff across CFRS during all aspects of the inspection.

6. The inspection process asks three main questions designed to assess how effectively and efficiently CFRS protects the public as well as respond to fires and other emergencies. It also assesses how well CFRS looks after the people who work for the service.
 - a. Effectiveness - How effective is CFRS at keeping people safe and secure from fire and other risks?
 - b. Efficiency - How efficient in CFRS at keeping people safe and secure from fire and other risks?
 - c. People - How well does CFRS look after its people?
7. Underneath these main questions were 11 diagnostic questions. CFRS has received a graded judgement on each of the three main questions and eleven diagnostic questions.
8. The categories of graded judgements, based on the Ofsted model, are:
 - a. Outstanding – If policy, practice or performance exceeds what is expected of good, then consideration will be given to a graded judgement of outstanding.
 - b. Good – Is the ‘expected’ graded judgment, based on policy, practice or performance that meets pre-defined grading criteria that are informed by any relevant national operational guidance or standards.
 - c. Requires improvement – If there are shortcomings in the policy, practice or performance, then consideration will be given to a graded judgment of requires improvement.
 - d. Inadequate – If there are serious critical failings of policy, practice or performance, then consideration will be given to a graded judgment of inadequate.
9. In addition to the graded judgments HMICFRS may identify the following:
 - a. Causes of concern - Any serious or critical shortcoming of practice, policy or performance. HMICFRS will make a recommendation, or recommendations and review progress with a view to alleviating or eradicating the cause of concern.
 - b. Areas for Improvement - Less serious, falling short of expected standard of practice, policy or performance. These will not be accompanied by recommendations.

Information

10. The inspection report contains an overview. From this the 'overall summary of inspection findings' is reproduced verbatim below:

We are pleased with most aspects of the performance of Cheshire Fire and Rescue Service in keeping people safe and secure. But it needs to improve how it looks after its people, to give a consistently good service.

The service is effective at keeping people safe and secure. It understands risk and is good at preventing it. The service makes good use of fire regulation to protect the public. Its response to fires and emergencies locally is good, and it responds well to national risks, too.

The service is efficient. It uses resources well and it is affordable.

The service should improve the way it looks after its people. In particular, it must do better at:

- ***promoting the right values and culture; and***
- ***ensuring fairness and promoting diversity.***

But it is good at getting the right people with the right skills and at managing performance and developing leaders.

We are encouraged by the positive aspects we have identified. We look forward to seeing a more consistent performance over the coming year

11. The full inspection report, which was released at the end of December 2018, can be found by following the link on the HMICFRS website.
<https://www.justiceinspectrates.gov.uk/hmicfrs/wp-content/uploads/cheshire-fire-and-rescue-service-report-2018-19.pdf>

12. Members may be interested to see how CFRS has performed against the other 13 fire and rescue services inspected in the first tranche. The table at Appendix 1 to this report shows the high-level ratings. As can be seen CFRS's performance suggests that it sits in third place on a fairly crude totting up of the graded judgments.
13. The following table contains the main questions with the respective overall grade and the diagnostic questions with respective gradings. Although HMICFRS found no Causes for Concern during its inspection of CFRS, it did find 9 Areas for Improvement. These are all set out in the table.

How effective is CFRS at keeping people safe and secure from fire and other risks?	
Good Overall	
1.1 – Understanding Risk of Fire and other emergencies	Good
1.2 – Preventing Fires and Other Risks	Good
1.3 – Protecting the public through fire regulation	Good Area for Improvement The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.
1.4 – Responding to fires and other emergencies	Good
1.5 – Responding to national risks	Good
How efficient in CFRS at keeping people safe and secure from fire and other risks?	
Good Overall	
2.1 – Making best use of resources	Good Areas for improvement The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration. The service should ensure it has sufficiently robust plans in place to secure the right level of savings in the medium term

	by widening its scenario planning and testing for future financial forecasting.
2.2 – Making the fire and rescue service affordable now and in the future	<p>Good</p> <p>Area for improvement</p> <p>The service needs to demonstrate sound financial management of principal non-pay costs. It should use benchmarking data more widely and effectively.</p>
<p>How well does CFRS look after its people?</p> <p>Requires Improvement Overall</p>	
3.1 – Promoting the right values and culture	<p>Requires Improvement</p> <p>Areas for improvement</p> <p>The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness.</p> <p>The service should take early action, such as monitoring overtime, to improve the wellbeing of staff.</p> <p>The service should assure itself that senior managers are visible to act as role models by demonstrating their commitment to service values through their behaviours.</p>
3.2 – Getting the right people with the right skills	<p>Good</p>
3.3 – Ensuring fairness and promoting diversity	<p>Requires Improvement</p> <p>Areas for improvement</p> <p>The service should ensure that leaders can demonstrate that they act on and have made changes as a direct result of feedback from staff.</p> <p>The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way.</p>
3.4 – Managing performance and developing leaders	<p>Good</p>

14. Officers have prepared an outline Action Plan. This concentrates on the Areas for Improvement, but also incorporates other issues that have been commented on by

HMICFRS. Officers are using the inspection report as a means to improve rather than as an auditing exercise.

15. The intention is to present the Action Plan to the Performance and Overview Committee and report on progress to that Committee. The Action Plan will be used to evidence the actions that have been carried out to bring about the necessary improvements. This will not only help CFRS to improve, it will also be useful when HMICFRS returns.
16. HMICFRS does not require CFRS to supply it with a copy of the Action Plan. It is understood that this is because of the positive inspection outcome.

Financial Implications

17. Given that some Areas for Improvement are concerned with financial issues there will undoubtedly be financial implications for the Authority. However, at this stage it is not entirely clear how some of these matters will be taken forward. Future reports may need to be presented to the Authority dealing with financial implications.

Legal Implications

18. There are no legal implications at this stage. These may need to be picked up as the Action Plan activities develop.

Equality and Diversity Implications

19. There are no equality and diversity implications at this stage. These may need to be picked up as the Action Plan activities develop.

Environmental Implications

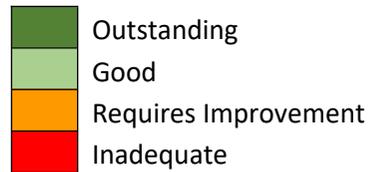
20. There are no environmental implications at this stage. These may need to be picked up as the Action Plan activities develop.

**CONTACT: Donna Linton, Clemonds Hey, Winsford
TEL [01606] 868804**

**BACKGROUND PAPERS: CHESHIRE FIRE AND RESCUE SERVICE HMICFRS
INSPECTION REPORT – DECEMBER 2018 (PARAGRAPH 11 REFERS)**

HMICFRS results overview of tranche 1 inspection 2018

	LANCASHIRE	CAMBRIDGESHIRE	CHESHIRE	WARWICKSHIRE	HAMPSHIRE	ISLE OF WIGHT	LINCOLNSHIRE	HEREFORD & WORCS	CORNWALL	BEDFORDSHIRE	ISLES OF SCILLY	HERTFORDSHIRE	SURREY	AVON
Effectiveness	Good	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement
Understanding the risk of fire and other emergencies	Good	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Good	Good	Requires Improvement	Good	Good
Preventing fires and other risks	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
Protecting the public through fire regulation	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Inadequate
Responding to fires and other emergencies	Good	Good	Good	Good	Good	Good	Good	Inadequate	Good	Good	Good	Good	Requires Improvement	Requires Improvement
Responding to national risks	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Inadequate	Good	Good	Good
Efficiency	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Inadequate	Requires Improvement
Making best use of resources	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Inadequate	Requires Improvement
Making the fire and rescue service affordable now and in the future	Good	Good	Good	Good	Good	Good	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good
People	Good	Good	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate					
Promoting the right values and culture	Outstanding	Good	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate
Getting the right people with the right skills	Good	Good	Good	Good	Good	Good	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Good
Ensuring fairness and promoting diversity	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate
Managing performance and developing leaders	Good	Good	Good	Requires Improvement	Good	Requires Improvement								



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CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: CHIEF FIRE OFFICER & CHIEF EXECUTIVE
AUTHOR: ANDREA HARVEY

SUBJECT: NEW BRIGADE MANAGER STRUCTURE

Purpose of Report

1. To provide Members with details of the proposed new Brigade Manager structure, appointment process and changes to the Constitution which will be required if the proposal is approved.

Recommended: That Members

- [1] Approve the new Brigade Manager structure
- [2] Vote on the creation of the Assistant Chief Fire Officer posts (see Legal Implications section for the reason for this recommendation)
- [3] Note the appointment process
- [4] Approve minor changes to the Constitution

Background

2. Over the course of the last decade there have been a number of brigade management structures that have been in operation within Cheshire Fire and Rescue Service. These are summarised in the table below:

Year	Chief Fire Officer	Deputy Chief Fire Officer	Assistant Chief Fire Officer
2007	1	3* * Included non operational director post	
2009	1	2	
2010	1	1	1
2016	1	1	

3. As can be seen in the table the Service halved the brigade manager establishment from 4 to 2. The most recent reduction was made in 2016 when an Assistant Chief Fire Officer (ACFO) post was deleted after the post holder retired. This was necessary due to ongoing austerity, budget cuts and the need to demonstrate value for money. Although the elimination of the ACFO post generated tangible savings, with only two brigade managers remaining, this created a potential risk that such a lean structure could impact on operational resilience. There was also a question-mark about whether it would be sustainable in the long term.
4. Despite this, up until earlier this year when Chief Fire Officer and Chief Executive (CFO) Paul Hancock retired, both the CFO and the Deputy Chief Fire Officer (DCFO) demonstrated the ability to manage their increased workloads and as a result the reduced brigade manager structure did not falter nor put the Service at risk. The critical success factor was a highly effective and cooperative working relationship between the CFO and DCFO that had been established over a nine year period of working together as experienced brigade managers within Cheshire Fire and Rescue Service.
5. The increased workloads and competing demands on the CFO's and DCFO's time have, however, inadvertently created a disconnect between the brigade managers and staff. Staff survey results have highlighted the need for the brigade managers to be seen across the organisation as visible and accessible and both direct and indirect staff feedback has amplified this as a critical factor in strengthening organisational culture, developing staff engagement and improving morale.

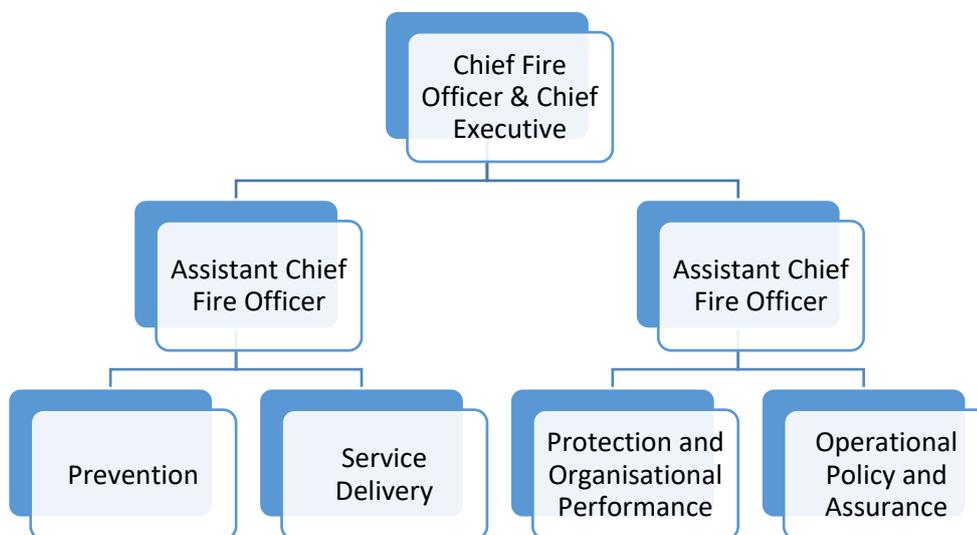
Information

The New Brigade Manager Structure

6. In recognition of the need to have a sustainable brigade manager structure with sufficient capacity to lead effectively whilst supporting the initial development and settling in of a new CFO, a revised brigade manager structure has been piloted for a period of six months.
7. To support the pilot an internal recruitment process was undertaken and two substantive Area Managers were appointed into two temporary ACFO posts for the duration of the pilot which ran from 1 July 2018. No one was designated as DCFO during this period.
8. The temporary structure shown in the diagram on the next page was designed around a number of important principles.
 - It was recognised that the portfolio of the DCFO post was disproportionate, with responsibility for all of the Service's directorates with the exception of Corporate Communications and Business Intelligence. The new structure required the apportionment of the

responsibilities between the two ACFO posts to be appropriately focused, realistic and sustainable with no more than four direct reports each.

- The new structure also considered the need for maintaining a sustainable out-of-hours rota for gold command and operational resilience whilst also ensuring that the brigade managers could achieve an appropriate work-life balance.
- Of significant importance was the need to create roles that had sufficient capacity to enable brigade managers to drive positive cultural change through more direct engagement with staff and more effective, timely and frequent communications.



9. A report was presented to the Brigade Managers' Pay and Performance Committee on the 16th January 2019 containing details of the six month pilot. The report concluded that the new structure had fulfilled the design principles and had seen a significant improvement in the ability of the brigade managers to apply sufficient time and focus to their areas of responsibility. One to ones and communication with direct reports have been more frequent and the introduction of two ACFOs has allowed the CFO to step away from the day to day business in order to focus more on the strategic, political and partnership aspects of his new role.
10. The new structure has also enabled significant progress to be made in addressing the challenge and stated problem of staff engagement, visibility and accessibility. This was identified as an area for improvement in the report of HMICFRS following the inspection of the Service which was focused on effectiveness, efficiency and people. The report identified that the Service's promotion of the right values and cultures required improvement. The report stated that station based staff did not have regular access to senior managers. This meant that these managers were not able to role model the behaviours which the Service requires. The Service needs to assure itself that senior

managers are visible to act as role models to staff. There is also a need for the service to improve communication between staff and senior managers.

11. The table below illustrates one aspect of the improved visibility and engagement with staff over the six month trial period compared with the same period during 2017 under the previous brigade manager structure. It is the intention of the CFO to maintain a published list of brigade manager visits to fire stations to ensure that staff engagement and visibility of senior officers remains a key priority and that the significant increase is maintained from year to year.

July 1 st – 31 st December	Number of Visits to Staff Groups/Watches	Number of Brigade Managers
2017	17	2
2018	75	3

12. As part of the evaluation of the pilot and prior to submitting the structure to Members as a formal recommendation, wider research was also carried out to understand and compare the brigade management structures within other fire and rescue services.
13. In respect of the national comparisons it is worthy of note that there is an increasing trend across the sector for services to revert back to having two ACFO posts within their brigade manager structures. This pattern also includes some services who have reverted back from the previous trend of having non operational director level posts in their brigade manager structures, to re-establish operational ACFO roles. This is particularly noticeable where new CFOs have been appointed and are seeking the necessary support and operational resilience.
14. The Brigade Managers' Pay and Performance Committee decided to recommend the new Brigade Manager structure to the Fire Authority.

Appointment process

15. Subject to this structure being approved, a national recruitment campaign would be required to fill the two ACFO posts. It could begin in late February inviting both internal and external applications. The first stage of the selection process would comprise of a technical interview, a behavioural interview, a psychometric assessment and a media assessment. As has been done in the past for senior appointments the make up of the assessment panels would include independent assessors from outside of the Service.
16. The second stage of the selection process would comprise of an interview and presentation to be assessed by Members of the Brigade Managers' Pay and Performance Committee. The selection process could be completed by the first week in April 2019 and subject to potential notice periods, it is anticipated that the posts could be filled by May/June 2019.

Changes to the Constitution

17. The rules relating to the appointment, appraisal and remuneration of Brigade Managers are contained in Section 3 of the Authority's Constitution, "Members Decision Making Bodies".
18. Currently, the Brigade Managers' Pay and Performance Committee has responsibility for determining and undertaking the appointment process for the posts of CFO and DCFO. The Fire Authority appoints the CFO, the Brigade Managers' Pay and Performance Committee appoints the DCFO.
19. Currently, the Brigade Managers' Pay and Performance Committee determines the remuneration of the CFO and the DCFO. The committee also reviews the appraisal of the DCFO.
20. If the proposal to replace the Deputy Chief Fire Officer role with two Assistant Chief Fire Officer posts is approved, the Responsibilities of the Brigade Managers' Pay and Performance Committee will need to be changed to allow the committee to undertake the same responsibilities for the ACFO posts as it has had for the DCFO post.
21. The proposed changes are shown in red on the extract from Section 3 of the Constitution attached to this report as Appendix 1. References to the DCFO have been retained. This should avoid the need to change the Responsibilities if the structure changes in the future.

Financial Implications

22. In developing this proposal consideration was given to the following financial impacts:
 - Difference in the salary of the previous CFO and the current CFO
 - Savings associated with the deletion of the DCFO post
 - Additional savings associated with the deletion of a Group Manager B post within the Transformation Team
23. A breakdown of costs comparing the proposed structure with the cost of the previous structure is contained in Appendix 2 to this report. As can be seen the total additional cost of the new structure, including employer costs, is £8,401. This is being funded from reserves in this financial year and will need to be built into the base budget in subsequent years.

Legal Implications

Localism Act

24. Guidance under section 40 of the Localism Act 2011 sets out the key policy principles that underpin the pay accountability provisions in the Act. As part of the drive for accountability, the guidance contains a recommendation that

elected members should be offered the opportunity to vote before salary packages in excess of £100,000 are offered in respect of a new appointment. This recommendation has been included in the Authority's Pay Policy Statement.

25. It is now proposed that this requirement is added to the Responsibilities of the Fire Authority and the proposed wording for this is shown in red as a new paragraph 3.12 in Appendix 1 to this report.
26. The overall value of the salary package for the new role of Assistant Chief Fire Officer will exceed £100,000, as detailed in the Financial Implications section of this report, and Members will need to vote to approve the creation of posts at this level of remuneration before the posts can be advertised nationally.
27. The proposed amendments should ensure that the processes utilised by the Fire Authority accord with national guidance and legislation.

National Framework

28. The Fire and Rescue National Framework for England 2018 includes a requirement at paragraph 6.10 concerned with the filling of certain posts. It states: To ensure greater fairness and the exchange of talent and ideas, all principal officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.
29. The proposed appointment process will comply with the requirement of the Fire and Rescue National Framework for England that all principal fire officer posts are open to competition nationally.

Equality and Diversity Implications

30. By advertising these posts externally and using independent assessors we are demonstrating our commitment to equality and inclusion and the Equality and Diversity Officer will be undertaking an equality impact assessment on the proposed selection process.

Environmental Implications

31. Technology will be utilised as far as is practicable to ensure that the recruitment process and associated documentation supports the organisation's commitment to reducing environmental costs and the carbon footprint.

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

BACKGROUND PAPERS:

New Brigade Manager Structure report that was considered by the Brigade Managers' Pay and Performance Committee held on 16 January 2019

EXTRACT FROM SECTION 3 OF THE CONSTITUTION – MEMBERS’ DECISION-MAKING BODIES

RESPONSIBILITIES OF THE FIRE AUTHORITY

- 3.1 Makes all Member decisions that are not delegated to other Member Decision-Making Bodies.
- 3.2 Makes key decisions, including but not limited to:
 - Approval of the budget (including capital and revenue proposals)
 - Setting the precept
 - Approval of the annual accounts
 - Approval of the Annual Statement of Assurance
- 3.3 Approves key/significant plans (and considers associated documentation, e.g. annual reports).
- 3.4 Approves key/significant strategies (and considers associated documentation, e.g. annual reports).
- 3.5 Approves key/significant policies (and considers associated documentation, e.g. annual reports).
- 3.6 Establishes and determines the responsibilities, and composition of, and appointments to all Members’ Decision-Making Bodies and determines Member Roles and makes appointments to all outside bodies.
- 3.7 Adopts the Members’ Codes of Conduct.
- 3.8 Approves the Members’ Allowances Scheme.
- 3.9 Considers and determines any matters referred to it by any of the Members’ decision-making bodies.
- 3.10 Receives key external reports and determines appropriate actions e.g. Operational Assessment and HMICFRS.
- 3.11 Appoints the Chief Fire Officer and Chief Executive.
- 3.12 Approves the creation of any new post with a salary package in excess of £100,000 such decision involving a vote at a meeting of the Fire Authority.
- 3.13 Agrees overall Scheme of Delegation.
- 3.14 Agrees any transfer of functions and/or powers and/or major changes to service delivery (including the establishment of a trading company etc.).
- 3.15 Settles responses to key consultations.
- 3.16 Agrees to buy or sell land and/or buildings.

- 3.17 Agrees to enter into key and/or long-term contractual commitments.
- 3.18 Approves statutory statements e.g. Annual Pay Policy Statement.
- 3.19 Approves annual report.
- 3.20 Considers External Audit Findings and Value for Money Conclusion report (including approval of Audit Arrangements and Fees).
- 3.21 Approves the Constitution and any amendments to it.
- 3.22 Acts as duty holder for matters relating to health and safety.
- 3.23 Takes the leading role in respect of risk management (with the support of the Risk Management Board).

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

RESPONSIBILITIES OF BRIGADE MANAGERS' PAY & PERFORMANCE COMMITTEE

- 3.24 To determine and undertake the appointment process for the posts of Chief Fire Officer and Chief Executive, Deputy Chief Fire Officer and **Assistant Chief Fire Officer.**
- 3.25 To appraise the Chief Fire Officer and Chief Executive.
- 3.26 To determine the remuneration of the Chief Fire Officer and Chief Executive.
- 3.27 To **appoint a Deputy Chief Fire Officer and an Assistant Chief Fire Officer.**
- 3.28 To review the appraisal of a Deputy Chief Fire Officer and an **Assistant Chief Fire Officer.**
- 3.29 To determine the remuneration of a Deputy Chief Fire Officer **and an Assistant Chief Fire Officer.**
- 3.30 To determine (in accordance with the relevant policies and procedures) HR/IR matters concerning/affecting a Chief Fire Officer and Chief Executive, Deputy Chief Fire Officer **and Assistant Chief Fire Officer.**

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Current	Salary	Allowances	Total	Total without ERs costs	Ers pension	Pension Scheme	Ers NI	Apprentice Levy	Total Salary + ERs Costs	
CFO	£159,023.44	£926.04	£159,949.48		£34,508.09	1992	£20,946.40	£799.75	£216,203.71	
DCFO	£135,794.46	£926.04	£136,720.50		£19,418.61	2015	£17,740.80	£683.60	£174,563.51	
GMBC + CPD	£50,270.00	£10,807.00	£61,077.00	£357,746.98	£10,908.59	1992	£7,301.99	£305.39	£79,592.97	Total £470,360.19
Proposed										
CFO	£146,450.00	£926.40	£147,376.40		£20,942.35	2015	£19,211.31	£736.88	£188,266.94	
ACFO	£109,837.50	£926.40	£110,763.90		£15,706.76	2015	£14,158.79	£553.82	£141,183.27	
ACFO	£109,837.50	£926.40	£110,763.90	£368,904.20	£23,834.74	1992	£14,158.79	£553.82	£149,311.24	Total £478,761.45

Variance	£11,157.22
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Variance	£8,401.27
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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: ANDREA HARVEY

SUBJECT: PAY POLICY STATEMENT 2019-20

Purpose of Report

1. This report seeks approval to publish the attached Pay Policy Statement for 2019-20. The publishing of a Pay Policy Statement is an annual requirement which must take place by 31st March immediately preceding the financial year to which it relates.

Recommended: That Members

- [1] Approve the Pay Policy Statement attached at Appendix 1; and
- [2] Authorise the Director of Transformation in conjunction with the Director of Governance and Commissioning, to make any in-year changes to the Pay Policy Statement necessitated by new legislation or guidance.

Background

2. As a result of the Localism Act 2011 all local authorities are required to publish a pay policy statement on an annual basis which sets out the Authority's policies for the financial year relating to the remuneration of its Chief Officers, the remuneration of its lowest paid employees and the relationship between the pay of Chief Officers and that of other employees.
3. This requirement was introduced in order to:
 - Increase the accountability, transparency and fairness of the setting of local pay;
 - To give local people access to information to allow them to determine whether pay is appropriate;
 - To ensure the pay of senior staff is fair in the context of the pay of the rest of the workforce;
4. The information within a pay policy statement must include the policies relating to the level and elements of remuneration for each Chief Officer, including salary, bonuses and any benefits in kind.

5. The definition of “Chief Officer” for purposes of this Authority and the pay policy statement means Chief Fire Officer and Chief Executive, Deputy Chief Fire Officer, and the two Statutory Officers, i.e. the Monitoring Officer and the Section 151 Officer (Treasurer).
6. In terms of transparency, this Authority already publishes information on its website relating to the pay of senior officers including the salaries, allowances and benefits in kind paid to the Chief Fire Officer and Chief Executive, Deputy Chief Fire Officer, and Statutory Officers.
7. In addition to this, the Authority also publishes the number of other employees whose salaries exceed £50,000 within certain pay bands which is in compliance with the guidance in the Local Government Transparency Code 2015 which recommends that all salaries of senior post holders over £50,000 are published. The Minutes of the Brigade Managers’ Pay and Performance Committee are also accessible via the website.
8. As the revised Pay Policy Statement has a number of prerequisites in relation to content and information, there have not been significant changes to the version that was approved last year.

Changes to the Pay Policy Statement

9. A new brigade manager structure has been recommended for approval by the Fire Authority. If approved, two new Assistant Chief Fire Officers posts will be created in place of the Deputy Chief Fire Officer post. If this is approved, the Pay Policy Statement will need to be amended to reflect these changes. These changes are shown in red on the draft Pay Policy Statement attached to this report as Appendix 1.
10. We are awaiting confirmation of the increase in the employer contribution rates for the Firefighter Pension schemes and will update the Pay Policy Statement once the new rate is published.
11. A decision was made by Members during the 2018-19 financial year to make the minimum rate of pay for all Cheshire Fire and Rescue Service employees no less than the Living Wage (LW). The LW is reviewed and adjusted every October. The current rate is £9.00 per hour and is intended to be payable to all those over 18. The Pay Policy Statement has been updated with the new rate.
12. The Pay Multiples, the ratios between the highest paid employee and the average earnings across the Service/lowest paid employees, have been adjusted this year to reflect the lower salary of the Chief Fire Officer and Chief Executive and an overall increase in the pay of all other staff.
13. In 2018 the Authority published its first Gender Pay Gap Report 2017 in compliance with the Government’s new requirement for public sector employers with 250 or more employees to calculate and publish a gender pay gap figure. The pay used in the calculation includes basic pay,

recurring allowances and bonus payments based on a snapshot of data from the March payroll each year.

14. The first snapshot date was 31st March 2017 and the results have been published on the Cheshire Fire and Rescue Service website. The report identifies a median gender pay gap of 18.9% in favour of male employees. This is similar to the national picture and steps are being taken to address this.
15. In May 2018 the new Fire and Rescue National Framework was published. Each fire authority must have regard to the Framework. Paragraph 6.7 states that fire authorities must not re-appoint principal fire officers after retirement save for in exceptional circumstances where this is necessary in the interests of public safety. The Pay Policy Statement has been updated to reflect this. The Authority has taken this approach to re-engagement for some time and this is documented within its Re-Employment and Pension Abatement Policy.
16. There is one known outstanding issue pertaining to pay that may necessitate changes to the Pay Policy Statement during the course of the financial year 2019/20. This is:
 - The Public Sector Exit Regulations could come into force during 2019. Under these Regulations it is proposed that the total cost of exit payments to individuals leaving the Authority will be capped at £95,000. This will apply to compulsory and voluntary redundancies, including early retirements and redundancies made under the pension regulations on the grounds of efficiency. The cap will also apply to compensation payments linked to settlement agreements and the employer costs of providing early unreduced access to pensions for those aged 55 and over. The Fire Authority will have the power to grant a waiver of the cap and a decision to do so will have to be recorded, together with the reasons for this, and this information must be published as part of the annual accounts. The introduction of the Public Sector Exit Regulations was expected some time ago but they have now started to progress through the Parliamentary process.
17. The changes in respect of this issue will need to be reflected in the Pay Policy Statement at the appropriate time and the impact of the Public Sector Exit Regulations will also need to be incorporated into relevant HR policies once approved.
18. Some of the calculations in the Pay Policy Statement may need to be revisited in-year as pay negotiations come to a conclusion and increases are applied.

Financial Implications

19. The Pay Policy Statement is intended to provide transparency and a clear rationale to explain the Authority's approach to pay.

Legal Implications

20. The requirements under the Localism Act to produce and publish the Pay Policy Statement supplement all the existing duties and responsibilities of the Authority as an employer, particularly its responsibilities under the Equality Act 2010 to avoid discrimination and provide equal pay. Since the Statement contains policies concerned with remuneration rather than information relating to individuals, the provisions of the Data Protection Act are not engaged. Where the salary of senior post holders is published, outside the Pay Policy Statement, it is done so in order to comply with the Code of Recommended Practice for Local Authorities on Data Transparency.

Equality and Diversity Implications

21. The Pay Policy Statement will assist the Authority to: monitor remuneration across the Service; and provide a fair system of remuneration which avoids discrimination.
22. The Service seeks to ensure compliance with the requirements of the Pay Gender Gap reporting by publishing its annual Gender Pay Gap Report.

Environmental Implications

23. There are no environmental implications.

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

BACKGROUND PAPERS:

Pay Policy Statement 2018-19 was considered by the Fire Authority on 14 February 2018

Cheshire Fire Authority

Annual Pay Policy Statement 2019/20

Introduction

This statement has been prepared in accordance with Chapter 8 of the Localism Act 2011 and guidance issued by the Government and has been approved by the Fire Authority.

Cheshire Fire Authority is committed to:-

- Seeking to ensure that all staff are valued and receive proper recognition for their work and contribution to the Service.
- Working within available resources and financial constraints.
- Recognising the importance of pay in recruiting, retaining, motivating and rewarding staff.
- Ensuring the application of open, objective, fair and consistent criteria in all decisions on staff pay.
- Ensuring that pay and staffing decisions are in line with the Service's duties and legal obligations under all relevant employment legislation including the Equality Act 2010.

All staff employed by the Authority are paid in accordance with nationally agreed pay scale and terms and conditions. Full details of all matters relating to pay for all staff is contained within the Pay and Recognition Policy, which is reviewed formally every three years, although annual interim reviews are undertaken to update pay scales and other national changes that impact pay.

Highest Paid Employees

Brigade Managers

The terms and conditions of service of Brigade Managers e.g. the Chief Fire Officer and Deputy Chief Fire Officer are in accordance with the NJC for Brigade Managers of the Fire and Rescue Services Scheme of Conditions of Service ("the Gold Book") as varied locally under the 'twin track approach'.

Under the twin track approach the NJC publishes, annually, recommended minimum levels of salary applicable to chief fire officers. The NJC reviews the level of pay increase, having given consideration to affordability and the rate of inflation. This increase is communicated to fire authorities by circular and fire

authorities are able to determine locally all other decisions about the level of pay and remuneration.

The Pay and Performance Committee meets annually in January to review that pay. This Committee determines salary levels and salary reviews for the ~~two~~ ~~three~~ Brigade Manager posts.

In addition to basic salary, each Brigade Manager receives:

1. An appropriate car in order to provide emergency cover.
2. A non-consolidated uniform allowance, paid on an annual basis in April.
3. Removal assistance if required to move home, at the discretion of the Authority.

In setting the salary of the Chief Fire Officer, both on appointment and when in post, the Committee considers the national picture and the salary of Chief Fire Officers (mean, median, upper and lower quartile) in comparable Fire Authorities.

When reviewing pay the Committee will also consider whether any additional payments should be made. When agreeing additional payments, such as recognition awards, the Committee will take into consideration:

- Excellent performance both individually and as an organisation
- Additional regional and national roles.

The maximum amount payable as a recognition award should not exceed 7.5% of salary and the payment of anything in excess of 5% should be exceptional.

Brigade Managers are eligible to join the Firefighters' Pension Scheme. The employee contribution rates are between 11% and 17% of pensionable pay and the employer contribution rate is 21.7% of pensionable pay ~~in the 1992 scheme or 14.3% in the 2015 scheme.~~

The salary of the ~~Deputy Assistant~~ Chief Fire Officer is calculated as a percentage of the Chief Fire Officers salary (known as the 'gearing'). ~~The Deputy Chief Fire Officer currently receives 85% of the Chief Fire Officers salary under a personal protection arrangement.~~ A gearing of 75% applies to the post of Assistant Chief Fire Officer.

~~On ceasing to hold office the terms of the national gearing of 100% for the Chief Fire Officer, and 80% for the Deputy Chief Fire Officer will apply to any future recruitment.~~

Any new post at Brigade Manager level, with a salary package in excess of £100,000, will be subject to the approval of the Fire Authority prior to advertisement.

The details of the salaries, allowances and benefits in kind of Brigade Managers, Directors, Statutory Officers and Heads of Department are

published each year on the Authority's website, within the Notes to the Financial Statements within the Annual Accounts. The Authority also publishes the pay of the ~~two~~ **three** Brigade Managers within its Publication Scheme.

Directors, Statutory Officers, and Heads of Department

In addition to the Chief Fire Officer and Chief Executive, there are two additional Statutory Officers within Cheshire Fire and Rescue Service. The Director of Governance and Commissioning, who acts as Monitoring Officer to the Authority, and the Section 151 Officer (Treasurer). There is also one non-statutory director who occupies the role of Director of Transformation. All three posts report directly to the Chief Fire Officer and Chief Executive.

The terms and conditions of service of these three posts are in accordance with the National Joint Council for Local Government Services Officers ("Green Book").

There are also a number of Heads of Department within the structure, some of whom are uniformed officers, who are paid in accordance with the NJC for Local Authorities Fire Brigades (the "Grey Book") and some of whom are paid in accordance with the National Joint Council for Local Government Services Officers ("Green Book").

The Localism Act requires the Authority to provide details of the policies relating to the remuneration of all of the Directors, Statutory Officers and Heads of Department.

The grading of these posts is determined following the application of the Hay Job Evaluation scheme. New employees are normally appointed to the minimum pay level for the relevant grade and progression within the grade is by way of annual increment. The normal increment date is 1st April.

The annual pay award is normally from 1st April each year and is negotiated nationally, not locally.

In addition to their basic salary, a recognition payment can be made to individuals who are required to undertake duties outside the scope of their normal duties over an extended period. Such payments are made in accordance with the criteria contained in Section 5 of the Pay and Recognition Policy, "Recognition Award Scheme".

"Grey Book" Heads of Department are eligible to join the Firefighters' Pension Scheme. The employee contribution rates for the 2015 scheme are between 10.5% and 14.5% of pensionable pay and the employer contribution rate is 14.3%. Some employees may be protected members of the 1992 scheme where contribution rates are between 11% and 17% and the employer contribution rate is 21.7%.

"Green Book" Directors and Heads of Department are eligible to join the Local Government Pension Scheme ("LGPS"). Under the LGPS the employee

contribution rates are between 5.5% and 12.5 % and the employer's contribution rate is 18.3%.

The Authority's annual statement of accounts includes details of the pay of Heads of Department with an annual salary of over £50,000.

Lowest paid employees

Support staff below the level of Head of Department are paid in accordance with the National Joint Council for Local Government Services Officers ("Green Book").

The basic pay for each Green Book employee consists of a salary scale containing a number of spinal column points on the NJC pay spine.

An increment within the spinal column range is awarded on an annual basis and recognises satisfactory performance up to the maximum salary scale. The normal increment date is the 1st April. The annual pay award is applicable from 1st April each year and is negotiated nationally.

As with all other staff, support staff are eligible for recognition awards, in accordance with the criteria contained in Section 5 of the Pay and Recognition Policy.

The lowest level of pay for employees of Cheshire Fire and Rescue is aligned to the Living Wage (LW). The LW is an hourly rate of pay set independently and updated annually by the Living Wage Foundation. The Foundation says that the LW is calculated to reflect the basic cost of living and is based on the principle that work should pay enough to provide for the essentials of life. The Foundation also states that the LW is intended to recognise the dignity of work and the importance of individuals and families being able to earn a living and spend time together, bringing wider social benefits.

The LW is adjusted every November and the current rate is ~~£8.75~~ **£9.00** per hour. It is payable to all those over 18.

The only category of staff currently paid the LW are the Service's Apprentices. In respect of the Apprentices, as Cheshire Fire and Rescue Service has a total employee salary bill of above £3m a year, there is also a requirement to pay a Government levy. This is charged at a rate of 0.5% of the total annual pay bill but the Service incurs a levy allowance of approximately £15,000 per year to offset the levy payment. This levy is paid to HM Revenue and Customs (HMRC) through the Pay as You Earn (PAYE) process.

Payments on Termination of Employment

There are a number of circumstances where early retirement or voluntary redundancy payments may be paid to employees on ceasing to hold office. This can relate to individual circumstances, for example ill health, or can be the result of organisational change or in the interests of the efficiency of the Service.

In making such payments the Service will exercise its' discretion reasonably and objectively and in accordance with its' Reorganisation and Redeployment Policy and the Redundancy Policy.

For employees in the Local Government Pension Scheme with at least 104 weeks service the redundancy payment is enhanced and is based upon the statutory redundancy payments scale, multiplied by a factor of 2.2 and based upon actual weeks pay rather than the statutory maximum.

For all other staff redundancy payments are not enhanced and payments are calculated in accordance with the statutory redundancy provisions.

The payment of any early pension benefits where redundancy occurs will be made in accordance with the regulations as detailed within the relevant pension scheme and the Service's Statement of policy on making discretionary payments on early termination of employment.

All severance payments made to staff on termination of employment are calculated in accordance with our policies and any statutory guidance. The Authority also takes into account guidance issued by the Audit Commission which remains relevant. Any severance payments in excess of £100,000 will need to be approved by the full Authority (and it will receive full details as required by guidance issued under the Localism Act 2011).

Re-engagement

The Fire and Rescue National Framework for England, published in May 2018, states that fire and rescue authorities must not re-appoint principal fire officers (at Brigade or Area Manager level or those with comparable responsibilities to those roles) after their retirement to their previous, or similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited. Such a decision should be subject to agreement by public vote of the elected members of the fire authority. The reason for the decision must be published and their pension abated until the new employment ends.

It is not the Authority's policy to re-employ or to enter into a contract for services with employees who have been made redundant or who have resigned/retired from the Service, unless there are exceptional circumstances where their specialist knowledge and expertise is required.

The relationship between the remuneration of Chief Officers and other employees

The ratio between the highest paid employee and the mean (average) earnings across the Authority is recommended as the best way of illustrating the relationship between the two. This is called the pay multiple, and for this Authority the pay multiple for these purposes is ~~4:7:7~~ 1:6.5.

The Hutton Review conducted in 2012 asked for a pay multiple between the highest paid and the lowest paid not to exceed 1:20. The current calculation for this is a multiple of ~~4:9.3~~ 1:8.4

Publishing of Gender Pay Gap Information

As an organisation that is fully committed to the principles of equal pay, Cheshire Fire and Rescue Service ~~will~~ publishes an annual Gender Pay Gap Report containing information relating to pay inequalities in line with new gender pay gap reporting requirements. The data published will include the pay and bonus figures between men and women and will provide an annual snapshot based on a set date in March/April each year which will highlight any equal pay risks.

Where required an action plan will also be published to address any gender pay discrepancies and equal pay risks. All of this information ~~will be~~ is accessible via the Service's internet.

Annual Review

This pay policy statement will be reviewed on an annual basis prior to the start of the financial year, and will next be reviewed and approved by the Fire Authority in February 2020.

[NB: Some of the documents that are underlined will be hyperlinked when the policy is published on the internet]

CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 13TH FEBRUARY 2019
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: ANDREA HARVEY

SUBJECT: PEOPLE STRATEGY 2019-22

Purpose of Report

1. This report is to present Members with a proposed People Strategy which is now a requirement of all fire and rescue services following the introduction of the updated Fire and Rescue National Framework. Once approved, it is intended that the People Strategy will replace the existing Transformation Plan which was approved and is currently monitored by the Staffing Committee in respect of the key workstreams and priorities relating to people and workforce reform.

Recommended:

- [1] That Members note the content and approve the People Strategy.

Background

2. There have been a number of developments at national and local level which have influenced how the organisation has approached the recruitment, development and retention of its people. A clear emphasis on transforming the fire sector can be seen through the Government's fire reform agenda and the introduction of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
3. As highlighted through documents such as the Fire and Rescue National Framework; Thomas Review and Local Government Association's Fire Vision 2024, a key challenge for fire and rescue services is workforce transformation. Key to this is to drive change through improving workplace culture, engagement with staff and ensuring organisations are reflective of their community.
4. People are our greatest asset and in times of ongoing austerity and changing demands, appreciating the value of staff and embracing a changing workforce and working environment is more important than it has ever been.
5. The People Strategy has therefore been written to reflect what we are trying to achieve in the context of the above. It will set the direction and focus for people related activity and will also incorporate the six areas of improvement that have

been identified in the National People Strategy which was approved by the National Fire Chief's Council in 2017.

Information

6. Within the proposed People Strategy are a number of underpinning principles and commitments which highlight how the strategy will be delivered. Challenges and key workstreams are structured to mirror the established 'Steps' framework, which assigns priorities and objectives into the three key stages of employment; Step In, Step Forward and Step Up. The Strategy then concludes by outlining governance and delivery measures. A copy of the People Strategy is attached at Appendix 1 of the report.
7. The six core values of the organisation are an integral part of the People Strategy and are outlined within the document. Reference is also made to ongoing work to revisit the core values during 2019 to ensure that they remain relevant to the Service's vision for cultural change. In the event that changes are supported following the review of the core values, the Strategy document will be updated.
8. The 'Step In' element of the Strategy covers all aspects of attraction, recruitment and selection. This is primarily to ensure that focus is placed on deploying the right people with the right skills into the right jobs whilst ensuring that the service upholds the highest standards of transparency and fairness in its selection methodologies. Naturally the Strategy highlights efforts being made to be a highly inclusive employer which attracts a diverse workforce from under-represented groups.
9. The 'Step Forward' element of the Strategy is focused on the need to establish robust mechanisms to maximise the workforce capacity and sustainability of our people through strategic workforce planning, matching resources with finance. It also relates directly to the need to ensure a more proactive approach to succession planning and career planning in order to align individual career aspirations with the need to futureproof the business. In order to maximise the capacity and effectiveness of our people this aspect of the People Strategy also places heightened emphasis on wellbeing and the need to create a healthy working environment that is beneficial to staff.
10. The 'Step Up' element revolves around the professional development of staff through the adoption of National Professional Standards, schemes such as Firefighter Apprenticeships, and the Service's continued advocacy of staff studying for academic qualifications. This section also provides detail regarding the strengthening of leadership and the identification and development of future leaders, through development programmes. It also outlines the intent for the Service to adopt the National Leadership Framework which Cheshire was instrumental in creating. The Strategy also references the work which will be undertaken to promote effective engagement across the workforce, to create a positive culture which in turn is intended to improve morale, performance and retention.

11. The Strategy outlines governance arrangements and delivery measures and specifically references the role of the Fire Authority in supporting and helping to deliver the Service's priorities for its workforce.
12. Identification of priorities for delivery of the People Strategy will rest with the Service Management Team, including the joint Head of Human Resources. Overarching responsibility for monitoring and updating the delivery of outcomes will sit with the Joint Services People Board, which will also be responsible for delivering actions required of the joint Human Resources function.
13. Officers intend to report on progress on the delivery of elements of the Strategy to Staffing Committee twice a year.

Financial Implications

14. There are no direct financial implications from approving the Strategy itself. However, there are likely to be costs associated with delivery of elements of it. It is expected that much of this will be covered using existing budgets.

Legal Implications

15. The Strategy refers to a range of elements that will help the Service to fulfil its legal obligations. Actions taken will accord with employment-related legislation and guidance.

Equality and Diversity Implications

16. Promotion of equality and diversity is a core value of the organisation and although there is particular emphasis and focus on equality and diversity within the 'Step In' element, the commitment to equality, diversity, transparency and fairness prevails in all aspects of the Strategy.

Environmental Implications

17. None

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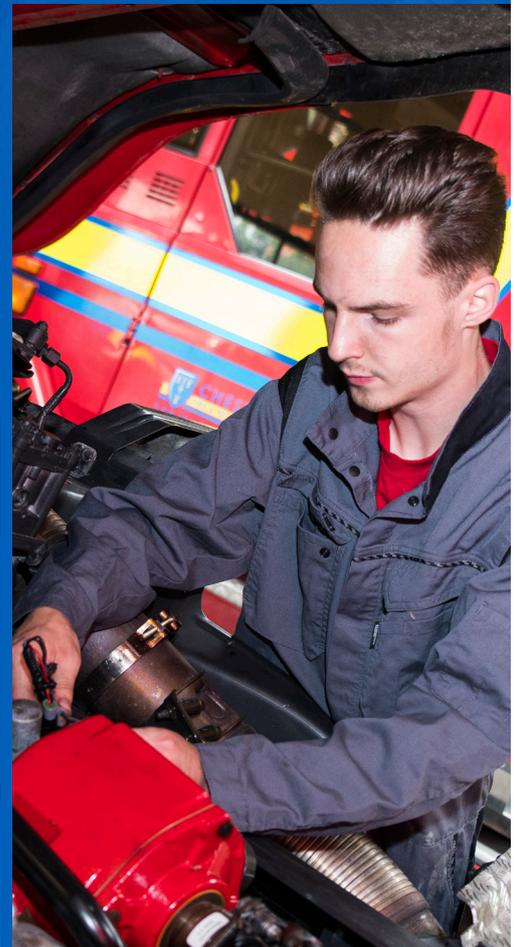
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PEOPLE STRATEGY

2019 - 2022



Foreword

Our People - 'Changing lives and saving lives' every day...

Cheshire Fire and Rescue Service's vision is a Cheshire where there are no deaths, injuries or damage from fires and other emergencies which requires us to protect our communities, rescue people and protect the economic, environmental and community interests. Our core strength in achieving this is in our people who are proud to work for an organisation connected closely with its communities and who are genuinely committed to changing and saving people's lives.

Attracting the best staff to work for Cheshire Fire & Rescue Service is a key factor that assists us in delivering our strategic people aims and ensure we consistently provide an excellent experience for them and the communities they support. Through this strategy and the associated annual delivery plan we aim to reinforce our commitment to supporting, developing and enabling our staff to provide the best possible fire and rescue service to our communities.

One of our key priorities for Cheshire Fire and Rescue Service in respect of this People Strategy is also to build upon our reputation for being a high performing, compassionate and inclusive employer and to create a culture where everyone feels they are treated fairly, enjoys their work in a welcoming and collaborative environment and recognises that their contributions are valued.

Every day our workforce strives to be the best they can be in changing and saving lives and through the delivery of this strategy, we are confident that Cheshire Fire and Rescue Service will continue to provide a diligent, responsive and adaptable service that is valued by our communities and a workforce that we are very proud to lead.



Mark Cashin
Chief Fire Officer and
Chief Executive



Councillor Bob Rudd
Fire Authority Chair

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Introduction

The environment and the way that the Fire and Rescue Service operates has changed in the past ten years with the overall reduction of fires, greater collaborative working with partner agencies, and an increased emphasis on national resilience against a backdrop of austerity and shrinking budgets.

Recently the Government's fire reform agenda set out a clear direction of travel to ensure services are effective, accountable, transparent and reflective of the diverse communities they service. This is underpinned by Her Majesty's Inspectorate of Fire and Rescue Services regime and the national framework that sets out the overall strategic direction for fire and rescue authorities.

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

People are our greatest asset and in times of increased austerity and changing demands, appreciating the value of staff and embracing a changing workforce and working environment is more important than it has ever been.

Our People Strategy is shaped by what we are trying to achieve in the context of the above. It will set the direction and focus for people related activity and will also incorporate the six areas of improvement outlined in the National People Strategy which was approved by the National Fire Chief's Council in 2017.

- Strengthen Leadership and Line Management to support organisational change and service delivery to the public
- Developing cultural values and behaviours which make Fire & Rescue a great place to work
- Ways of working that respond to service model needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Strengthen our ability to provide an excellent service by diversifying our staff and creating a fair & equal place to work
- Continue to support the health and wellbeing of all our staff

Key principles of the People Strategy

The People Strategy is an integral part of the way we work and ownership for its delivery rests across the Service.

In order to support the delivery of this strategy we have adopted some underpinning principles, some of which have been devised locally and some which are laid out in the national People Strategy.

These are as follows:

- We trust our people to make decisions and will give them the skills and knowledge to do this.
- We understand the importance investing in the health and wellbeing of all of our staff.
- We will understand what our people do and will provide them with regular feedback to support and develop them, build confidence and challenge underperformance where necessary.
- We understand the importance of engaging staff in decisions and will listen and involve our people in improving our services and take account of their health and wellbeing.
- As leaders we will lead by example, articulating the behaviours and standards expected of the Service.
- We will continue to strive to be a reflective and inclusive organisation where opportunities, promotion and reward are based on merit.
- We want to be an Employer of Choice.
- Firefighter safety and the safety of everyone that works for us is important to us.
- We will provide clarity on the decision-making levels, accountability and processes without unnecessary hierarchy, and empower operational staff to use operational discretion.
- We will focus on clear and consistent communication of key messages using a wide range of engagement methods.
- We will build trust between us all to allow constructive disagreement and challenge to be seen as part of a positive culture.

People commitments and core values

Cheshire Fire & Rescue Service has a suite of core values that set out the attitudes, behaviours and commitment expected of everyone employed by the Service. These are:



Developing and respecting our people

Valuing our people and constantly developing their diverse range of talents, learning from all that we do.



Putting customers first

Ensuring that our people and communities are at the heart of all that we do, striving to meet their differing needs and expectations.



Working together

Working in partnership with others for the future of Cheshire and its citizens.



Aiming for excellence

Constantly seeking ways to improve the things that we do and the way that we do them.



Delivering our promise

Acting with integrity and taking personal responsibility for making the right thing happen.



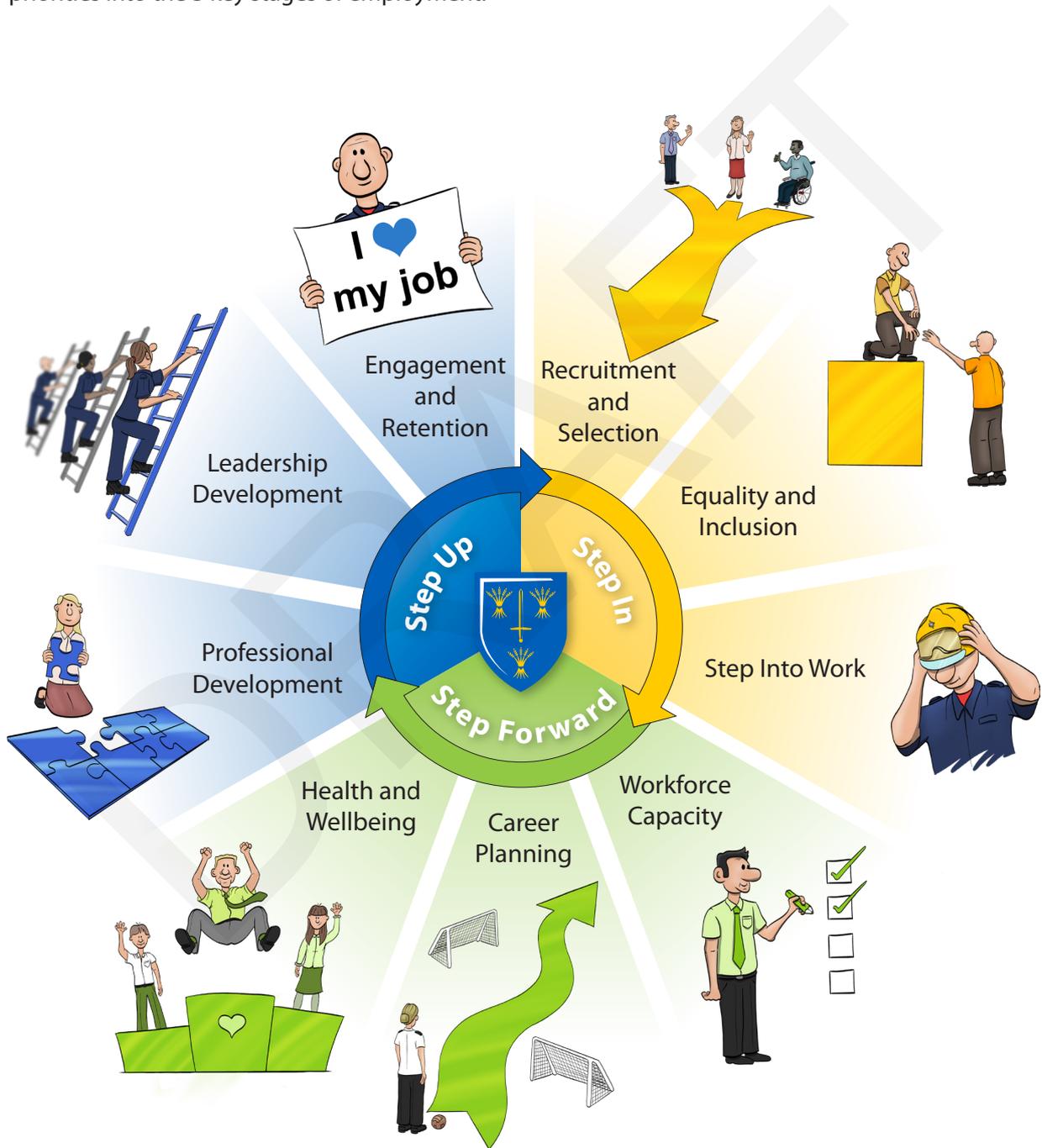
Promoting equality and diversity

Embracing diversity and finding ways to improve our services and the safety and prospects for individuals and communities.

The Service's Core Values are integral to the People Strategy as they define the principles that guide Cheshire Fire and Rescue Service's internal culture as well as its relationships with external communities, stakeholders and partners. These Core Values which have now been embedded within the Service for 9 years will be revisited during 2019 to ensure they are still relevant for the Service's vision for cultural change.

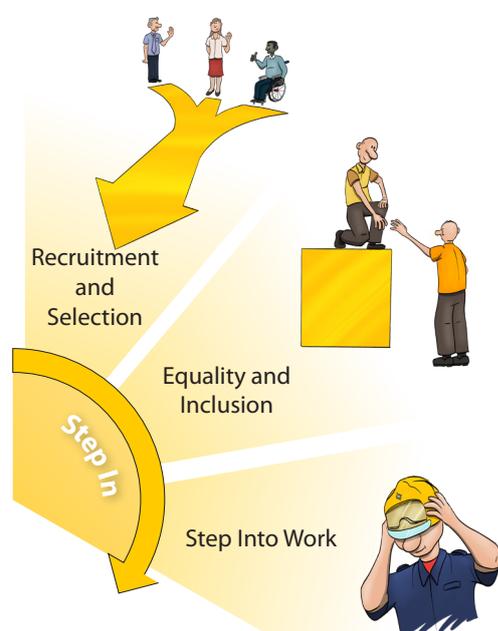
People Strategy Framework

Cheshire has introduced a framework that encompasses and structures the Service’s strategic people priorities and objectives. This is referred to as the “Steps” Framework and breaks the people priorities into the 3 key stages of employment:



People challenges and priorities

Step In



The 'Step In' element of the framework cover all aspects of attraction, recruitment and selection to focus on putting the right people with the right skills in the right jobs and ensures the service upholds high standards of transparency and fairness in its selection methodologies.

Recruitment and Selection

Over the course of the next year we will also be reviewing our approach to recruitment following the introduction of a revised set of Core Values. A values/strengths based approach will be considered a means of removing barriers to entry and we remain committed to exploring additional ways of promoting the fire and rescue service an attractive long term career proposition for

people from all areas of the community. We will also review the methodologies, technologies and processes currently in use to ensure the candidate journey is positive and engaging whilst remaining robust, fair and non-discriminatory whilst securing the best candidates.

There is also a need to reconsider the approach in respect of On Call Recruitment which is an ongoing challenge in terms of both attraction and retention. Much work has been undertaken in recent times to target local communities with dedicated project teams assigned to review reward and retention issues, but this needs to continue to secure more innovative and sustainable recruitment practices. An imperative is developing closer partnership working with local employers and we need to undertake a further review as to how we can enrich the perceived value of the role in order to improve on call availability and retention.

A key area of focus in respect of attraction, recruitment and selection is in achieving a workforce that is reflective of the community with particular emphasis on the recruitment of females who are currently very under represented within the organisation. Efforts will continue to be made to draw people from diverse groups to the service and highlight what a good place it is to work and build a career. Utilising on line technology and social media for advertising, familiarisation workshops, career fairs and direct approaches to organisations and networks have been key areas of activity and will continue, as we aim to attract talent for the future.

Equality and Inclusion

The Service has invested significant effort and resources to support diversity and inclusion within the workplace and openly promotes and fosters everybody's right to be different, to be valued as an individual and to be afforded dignity in the workplace without fear of discrimination. The Authority is highly committed to being an open, inclusive employer and is proud to have been named in the Top 100 employers within the Stonewall Workplace Equality Index for the past six years and has been the best performing emergency service in the country for the past three years. This demonstrates our commitment to the lesbian, gay, bisexual and transgender community.

The Service will continue to support positive action and other community events to help encourage recruitment from under-represented groups, such as women and black and ethnic minority residents, to make the organisation more reflective of the community. To assist with this a dedicated positive action steering group has been established to ensure we are focused in respect of targeting under-represented groups and raising awareness about career opportunities within our organisation.

The 'Step In' people agenda is led from the top of the organisation with Fire Authority Members and Chief Officers providing visible leadership ensuring staff, partners and communities witness the personal commitment to diversity, equality and inclusion the Service has. The wider work that the Service engages in to promote a diverse and inclusive workforce, is detailed in the Equality, Diversity and Inclusion strategy¹

and action plan. This outlines the regular interaction with staff networks to develop policy and practice and as a Service who is seen as a national leader in the area of LGBT, we will continue to host national conferences in conjunction with Stonewall and our partners to encourage the sharing of best practices and to further explore and develop strategies around a diverse workforce.

The Gender Pay Reporting that came into effect in 2018 and the Public Sector Equality Duty, requires organisations to publish pay data. With these statutory obligations in mind we fully intend to continue to embed diversity, equality and inclusion into all that we do.

Step into Work

There is also a strong appetite within the 'Step In' element of the People Strategy to ensure that opportunities for young people and the provision of a spectrum of meaningful apprenticeships is incorporated within the Service's attraction strategy. In 2014 we launched our "Step into Work" programme which extended our range of youth engagement initiatives to improve the skills and employability of young people within Cheshire. A varied and interactive work experience programme was designed and is still offered to enthuse and develop work-essential skills such as team working and communication. Within this People Strategy we need to explore other ways of engaging with young people in schools and colleges and become more proactive in raising awareness of the Fire Service as a career option. Special emphasis will also be put into breaking down perceptions about the role and some of the stereotyping that may prevent potential female future recruits from applying.

¹ Link to strategy www.xxxxxxxxxxx

In 2016 the Service launched a new apprenticeship programme aimed at developing modern day firefighters. The intention of the programme was to develop individuals in a wide range of disciplines to reflect the changing role of the Fire and Rescue Service nationally. As this programme has proved to be both popular and successful in providing a rich blend of operational and non operational learning, it is intended that this programme will continue to be a point of entry for new recruits following its transfer in 2019 onto a new trailblazer framework. Within this People Strategy there is also a strong appetite to explore other apprenticeships, including higher apprenticeships, as both points of entry to the Service and for development purposes.

The other area of within the 'Step In' element of the Strategy is about ensuring new recruits

into the organisation are given comprehensive induction there is a strong commitment to ensuring that once hired, all new recruits, regardless of role, receive high levels of support to adequately equip them for success within the Service. Historically induction has revolve around early meetings with line managers, e-learning and attendance on corporate induction programmes within the first three months of service. This has since been reviewed to offer a more blended approach to induction ensuring new starters have access to information and are provided with skills and relevant knowledge in the early stages of their employment in a variety of ways. This is an area that we need to keep refining based on feedback and based on the needs of specific roles.



'Step In' People Commitments

Recruitment & Selection

Recruitment of the right people; with the right skills, attitude and values at the right time using effective and efficient selection methodologies.

Equality and Inclusion

Elimination of all forms of discrimination and achievement of a workforce that is truly representative of the community underpinned by a strong reputation for being a diverse, fair and inclusive employer.

Step Into Work

Extended range of youth engagement initiatives to improve employability skills and the creation of a pipeline of potential talent for future permanent posts.
Establishment of an induction process which provides comprehensive role specific onboarding for all new staff and ensures they are equipped with relevant information to successfully start their new career.



People challenges and objectives

Step Forward



The 'Step Forward' element of the framework focuses on the need to establish robust mechanisms to maximise the workforce capacity and sustainability of our people through strategic workforce planning, matching resources with finances. It also relates directly to the need to ensure a more proactive approach to succession and career planning in order to align individual career aspirations with the need to futureproof the business. In order to maximise the capacity of our people this aspect of the People Strategy also places heightened emphasis on wellbeing and the need to create a healthy working environment that is conducive and beneficial to our people.

In respect of ensuring that our service is sustainable for the future there is an overlap with the work described within the 'Step In' element of the People Strategy. Strategic workforce planning helps us to get the best out of our existing talent by providing an accurate picture of the availability, composition, age structure and capabilities of the workforce. The overlap in creating and maintaining a sustainable workforce is in the requirement for us to take appropriate action

to recruit and retain the right people; address key future and occupational skills shortages; promote jobs; careers and the concept of employability; develop and motivate talent and address diversity and inclusion issues. Given our ageing workforce we also understand that it is essential to act now to attract a new generation of employees and in turn provide opportunities for succession planning and our current employees to pass on their invaluable skills and knowledge.

Workforce Capacity

Workforce capacity and establishment planning is a key function which is subject to both monthly and quarterly scrutiny at middle and senior management level. A priority within these discussions is to align recruitment planning, promotion board planning and manage postings and transfers of uniformed personnel whilst maintaining business continuity and operational effectiveness. Whilst we have developed a forensic way of forecasting workforce capacity more work is required to ensure workforce planning techniques can mature from a spreadsheet of staff posts to systems based reporting which will facilitate managers analysing performance on a monthly basis.

Further development is also planned in conjunction with police partners which will include the implementation of new modern online systems. These new systems will automate the workforce planning process whilst also allowing managers easier access to people data in relation to establishment, capacity, capability, sickness and performance reporting.

Career Planning

In respect of career planning it is essential for the Service to raise awareness in respect of different career options, career pathways and routes of entry into the service. Not only will this form part of the overarching attraction strategy but it is also important to ensure that internal staff can recognise how their transferrable skills may assist them in the future.

Examples of career pathways may be from cadet to apprentice to firefighter. Other avenues may be capitalising on opportunities for green book staff to move into on call or other operational roles. Consideration is also being given to the ability to 'fast track' high performing individuals who display high potential. Currently there is an external high potential development scheme but it is intended to either extend this scheme to, or develop a similar scheme for, internal staff.

One of the fundamental tools that has highlighted the value of career planning and discussions at an individual level was the introduction of the new leadership appraisal process in 2016. The emphasis that this has placed on individual career aspirations provided valuable intelligence to support the planning, development and longer term deployment of staff. Although there is intent to review the way in which appraisal discussions are managed there is a strong appetite not to lose sight of the value and importance of engaging with staff to gain an understanding of their career aspirations to support workforce and succession planning whilst maximising the potential of staff.

Health and Wellbeing

Within the People Strategy and directly linked to the work around workforce capability and career planning is a strong commitment to creating a healthy environment that is conducive and beneficial to our people. Having an environment which allows people to flourish and achieve their full potential is essential to ensuring that the Service is fit for both current and future demands.

Our communities depend on our people and so their health and wellbeing is of paramount importance to us. People who work responsibly and safely improve organisational capability and this in turn reflects upon the service to the community. Staff who know they have safe working arrangements and feel supported in the workplace are healthier, happier and more motivated.

Therefore the physical, psychological (health) and social (wellbeing) aspect of what we do is considered as a key priority provided in this area. Our People Strategy sets out to develop:

- A compassionate culture that fosters employee safety and wellbeing
- Early intervention and prevention to minimize employee sickness
- Encouragement of staff to manage their own safety, health and wellbeing, understanding where to go for information to make informed choices
- Upskilling managers to support staff in maintaining their safety, health and wellbeing and keeping their staff in work or assist in getting their staff to return to work, if appropriate, with reasonable adjustments.

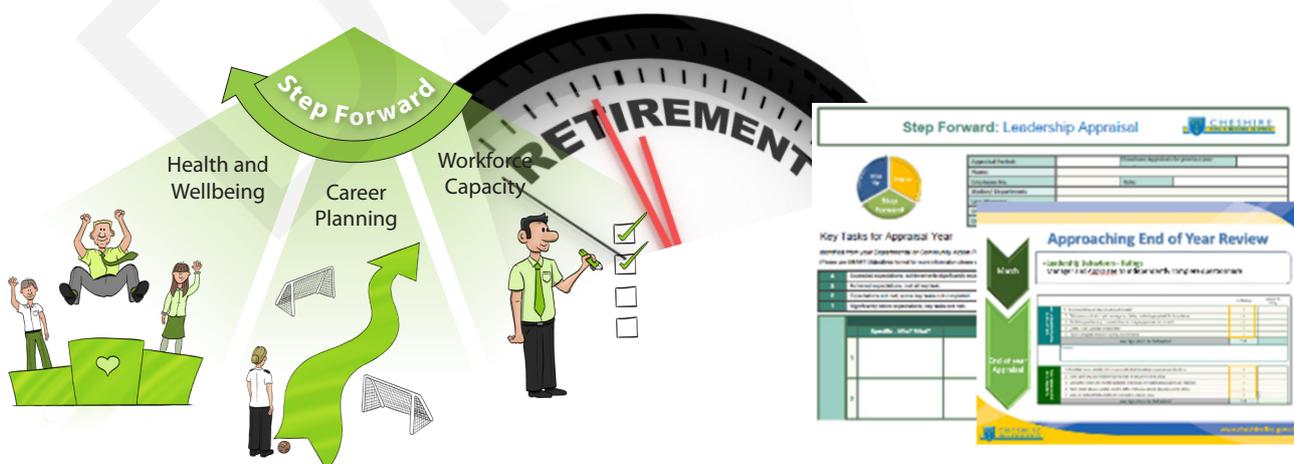
Occupational health services are integral to the services offered and our contract is with highly qualified professional medical staff who are available on-site to provide medical support and advice to individuals and managers to assist with return to work. In order to ensure the occupational health service is comprehensive the Service provides support by investing in a wide range of medical treatments, including counselling, physiotherapy, consultant appointments, tests, equipment and aids for work.

To date, through our strong commitment to the wellbeing of staff and investment of time and resources to managing staff absence and wellbeing, the Service has maintained a very low level of both long and short term sickness which has been recognized nationally. We will continue to keep our focus on wellbeing and maintain our focus on firefighter safety, the reduction of accidents, RIDDOR and muscular-

skeletal problems which underpin need to underpin much of our thinking in relation to workforce design and wellbeing.

The increase in awareness of mental illness has also been acknowledged as a key issue and the MIND pledge has been entered into. Being a compassionate organisation that fosters wellbeing and breaking down the stigma of mental illness continues to be one of our key commitments and further investment will be entered into as part of this strategy to extend the support that we offer staff such as ensuring mindfulness training is accessible to all staff.

Senior managers lead the way in supporting and promoting health, safety and wellbeing in the workplace. They will continue to lead by example providing visibility, supporting and promoting best practice and challenging processes and activity where safety or wellbeing may be at risk.



'Step Forward' People Commitments

Workforce Capacity

The Service is equipped with an understanding of the skills and capabilities of the workforce and able to identify and address gaps to respond to future requirements.

Career Planning

Career pathways and alternative career entry routes developed that attract, retain and maximise the potential of staff and strengthen the service's ability to gather valuable intelligence for succession and workforce planning purposes.

Staff Wellbeing

A healthy workforce with promotion of wellbeing for all our staff incorporating the use of NOG guidance and other elements of learning to maintain safe and healthy systems of work.



People challenges and objectives

Step Up



The 'Step Up' element of the framework revolves around ensuring people have the appropriate skills, knowledge and practical skills to fulfill their roles as professionals, and focuses on strengthening leadership, culture and staff engagement at all levels of the organisation.

Within this element there are tangible links to the work that is ongoing at a national level and our People Strategy seeks to adopt the professional standards outlined with the Fire Professional Framework and will be aligning its leadership development to the new Leadership Framework developed by the National Fire Chief's Council Workforce Committee.

Cheshire strives for continuous improvement and places a heavy emphasis on learning and building capability. Developing our people is also one of the service's current core values. As an existing priority therefore, our People Strategy naturally aligns with the proposals in the National People Strategy which identify leadership, cultural values, behaviours, and training and education as areas requiring improvement.

Professional Development

Work has already commenced to map some of the existing standards outlined within the Fire Professional Framework to the qualifications and standards already required within Cheshire, either upon entry to the service or for purposes of progression.

We have been proactive in becoming early adopters in respect of the new Operational Firefighter Apprenticeship and seek to extend this further along with a broadening of the overall apprenticeship portfolio at both entry, supervisory and middle management levels. The service will also continue to be strong advocates of staff studying for academic qualifications such as the Institute of Fire Engineers and degree level qualifications. The acquisition of these qualifications alongside the respective incident command assessments are, and will continue to, represent part of the eligibility criteria for progression. To ensure these professional requirements remain inclusive we intend to continue investing in providing tutors and study support for staff undergoing a course of academic study.

Leadership Development

Leadership is a key area of emphasis for the service and needs to be exhibited at all levels of the organisation. Delivering an excellent service to our communities and being adaptable to the evolving requirements of a 'modern fire service' is key to our leadership and management focus for the future.

More than ever before we need leaders who are both operationally and professionally competent as well as being capable of creating a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them. We also need leaders who are able to collaborate across different functions internally as well as being able to cross traditional boundaries with other agencies to achieve more efficient and joined up services for the communities we serve.

In selecting these leaders we strive to ensure that our promotion board processes are fit for purpose, fair and transparent. In support of this a fictional fire and rescue service is used as the basis for written assessments and guidance documents are provided to ensure candidates are aware of the process and can prepare accordingly. During 2019 there will be a review of the promotion processes to ensure that the methodologies are still appropriate to ensure the most suitable candidates are promoted based on merit.

To date we have offered a wide range of interventions to upskill and support our existing and future leaders. These interventions include leadership and incident command training, coaching, mentoring, use of psychometric assessments, e-learning, internal and external bespoke leadership

development training and most recently the "Step Up Development Programme" which is offered to Watch and Crew Managers and their green book counterparts.

Cheshire does not rely on traditionally classroom based learning, but we need to continue to transform to meet future needs and adopt more blended learning approaches. Technology should be embraced but not over relied upon in terms of e-learning.

Managers and staff are encouraged to use the appraisal system to discuss performance, career aspirations and readiness for promotion although based on feedback from the staff survey in respect of the appraisal system the performance element of the process will be subject to review during 2019. We will also be advocating that future discussions around performance, career aspirations and readiness for promotion will reference the new leadership framework.

We will be adopting the Leadership Framework because with the refreshed PQAs it provides a simple and more consistent approach to leadership and development for all staff, irrespective of discipline, role or function. The Framework brings together the "what and the how" combining traditional operational and professional competence with behavioural expectations. The framework is built around four quadrants as below, and is differentiated by five levels of leadership ranging from a firefighter or entry level support staff or senior leadership.

This framework and the leadership behaviours will be incorporated into a range of people processes over the course of the next year, including interview assessments, promotion board assessments, appraisals and career planning discussions.



Our leaders are vital to the success and the success of our People Strategy. We aim to further develop leadership and management skills and capacity throughout the service including a continuation of our engagement at Member level. We want to develop leaders and managers who are visible and accessible, take responsibility and lead by example, portraying the service's behaviours, values and standards at all times. We will equip managers to be actively involved in their own learning and the learning of our future leaders as coaches and mentors.

Engagement and Retention

The investment in leadership will also be an important catalyst for achieving the culture that we desire. Although we have the foundations of an existing positive and inclusive culture, the results of the 2017 staff survey highlighted areas where we can strengthen our culture and improve overall engagement and staff satisfaction.

We are very keen to fully understand the issues that affect staff morale and in turn performance. Staff engagement is a key

priority for us and an area that we will seek to find out more from our people about what affects their happiness at work. One of the vehicles that has been used for this is a confidential staff survey and as a result of the heightened emphasis placed around staff engagement and culture, whilst this is a key element of the People Strategy, it has been established as a separate workstream with its own forum and action plan.

The underlying ethos of the recent survey was to ensure that the objective to improve culture and staff engagement did not revolve solely around a survey diagnostic but rather around a

wide range of actions and projects that involve staff in developing new ways of working and identifying solutions to highlighted areas of improvement. A key to this has also been senior management visibility and proactive engagement with the Trade Unions to encourage positive and collaborative working and to promote sustainable employee engagement.

In addition we have established regular working with our networks, staff associations and trade unions in order to get closer to the issues and seek collective solutions for our people.



'Step Up' Key People Objectives

Professional Development

The adoption of the National Professional standards with a clear understanding of entry and progression criteria into roles at all levels and familiarity of what constitutes the type, and level of skill, experience and knowledge required.

Leadership Development

Leadership behaviours that exemplify the values and standards of the Service instilled in all staff regardless of role, enabling them to work effectively in collaboration/partnership with others.

Retention and Engagement

The achievement of a positive organisational culture that is based on trust, strong employee engagement, commitment and staff longevity.



People Strategy Delivery and Governance

The People Strategy is an integral part of the way we work and ownership for its delivery rests across the Service.

Role of the Fire Authority and Service Management Team

Both Members of the Fire Authority and Service Management Team (SMT) believe in this strategy and that it will help to deliver the Service's vision for the future in respect of its People. Leading by example, our Members of the Fire Authority and SMT will set the standard for what is expected of all staff in enabling this strategy to be delivered by 2022.

Role of Cheshire Constabulary

The Joint Services People Board will have overarching responsibility for monitoring and updating on the plan and where the joint HR function are responsible for the delivery of objectives, the People Board will have responsibility for determining how the respective priorities will be resourced. Responsibility for the identification of priorities for action within the Strategy rests with SMT, which will include the Joint Head of HR.

Progress against the Plan will be reported to the Staffing Committee on a bi-annual basis.

Role of all staff

This strategy will only be successful if all staff within Cheshire Fire and Rescue Service support it, making the vision of what the Service will look like from a people perspective, a reality. In supporting this strategy, employees will not only assist in enabling the actions outlined but they will also demonstrate their support through their behaviour and attitudes.

The table on page 22 below illustrates the measures in place to ensure the People Strategy and associated objectives and delivery plans form part of the Service's performance management framework ensuring assurance and scrutiny of the actions assigned and outcomes identified.

People Strategy Delivery Measures

	Measure	Frequency	Responsibility
PRIMARY	<ul style="list-style-type: none"> People Strategy Annual Delivery Plan People Strategy Annual Delivery Plan People Strategy Annual Delivery Plan 	<ul style="list-style-type: none"> Monthly Quarterly Bi-Annual 	<ul style="list-style-type: none"> People Board SMT Staffing Committee
STEP IN	<ul style="list-style-type: none"> Equality and Diversity Data Equality, Diversity & Inclusion Action Plan Positive Action Action Plan Firepride Allies Action Plan Limitless Action Plan Stonewall Assessment Gender Pay Gap Probation/Induction Reviews Pay Policy Review 	<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Quarterly Quarterly Published Annually Monthly during 1st six months Annually 	<ul style="list-style-type: none"> } } } } } } } Line Manager Head of HR
STEP FORWARD	<ul style="list-style-type: none"> Monitoring of Grievances, Conduct and Dignity at Work Cases Reporting of Casework Individual Performance Discussions Career Planning Discussions Exit Interviews and Attrition Rates Workforce/Establishment Planning Reviews Workforce Planning Monitoring Recruitment against vacancies Sickness Absence Monitoring Succession Planning Reviews Industrial Relations Management Conferences 	<ul style="list-style-type: none"> Quarterly Annual Bi-Annual Annual Monthly Monthly Quarterly Quarterly Monthly Bi-Annual Monthly Bi-Annual 	<ul style="list-style-type: none"> People Board Staffing Committee Line Manager Line Manager People Board Service Delivery Managers/HR People Board People Board ACFO/Attendance Management Board CFO JCNP SMT
STEP UP	<ul style="list-style-type: none"> Staff Engagement Survey Staff Engagement Corporate Action Plan Monitoring Staff Engagement Action Plan Reporting Promotion Board Moderation 	<ul style="list-style-type: none"> Every 2 Years Quarterly Bi-Annual Annual – for every process 	<ul style="list-style-type: none"> All Service Staff Engagement Forum Staffing Committee Head of HR



CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 13TH FEBRUARY 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: DELEGATION OF POWERS TO THE CHIEF FIRE OFFICER AND CHIEF EXECUTIVE

Purpose of Report

1. To secure a fresh delegation to the Chief Fire Officer and Chief Executive to enable him to authorise officers to carry out their duties under legislation associated with the core activities of the fire and rescue service.

Recommended: That Members

Delegate the powers contained in Annex 1 to the Chief Fire Officer and Chief Executive.

Background

2. It is some time since some of the current authorisations and appointments were made – much of the legislation has been in place for many years. Officers have been reviewing the situation and believe that it would be beneficial to have a new set of delegations captured in one document. Officers are also considering issuing fresh authorisations and appointments.

Information

The Law

3. There are some key pieces of legislation that contain powers that are relied upon by officers in the discharge of their duties.

Fire and Rescue Services Act 2004

4. Section 44 of the Fire and Rescue Services Act 2004 (the Act) permits an employee, who is authorised in writing by the Authority, to take any action reasonably believed to be necessary in an emergency. This includes entering premises by force, moving or breaking into a vehicle, closing a highway, stopping traffic and restricting access of persons to premises or a place.

5. Section 45 of the Act permits an authorised officer to enter premises to obtain information needed to discharge the Authority's functions or if there has been a fire, to investigate the cause of the fire.
6. Section 46 of the Act contains supplemental powers to require any person present to provide an authorised officer with information and documents to assist with the fire investigation.
7. Officers must be authorised by the Authority to exercise these powers and produce evidence of the authorisation if challenged.

Fire Safety Legislation

8. The Fire Authority has the statutory duty to enforce the Regulatory Reform (Fire Safety) Order 2005 (RRO). The Authority may do so by appointing inspectors, (Fire Safety Inspectors), by virtue of Article 26 of the RRO.
9. Fire Safety Inspectors have a range of powers under Article 27 of the RRO including the power to enter any premises where it is necessary to inspect the whole or part of the premises, to require the production of documents and to take samples of any articles or substances and remove them from the premises.
10. Fire Safety Inspectors must be appointed by the Authority to exercise these powers and produce evidence of this authorisation if challenged.
11. When enforcing the provisions of the RRO, Fire Safety Inspectors will also act on behalf of the Authority in the enforcement of the following Regulations
 - Dangerous substances (Notification and Marking of Sites) Regulations 1990 – notification to the Authority where dangerous substances are kept on site
 - Health and Safety (Signs and Signals) Regulations 1996 – provision of fire safety signs
 - Construction Design and Management Regulations 2015 - fire protection measures on construction sites
12. Under the Licensing Act 2003 an officer of a Fire Authority has the power to enter and inspect premises and to take action where necessary prior to the issue of a licence or certificate.

Power to Delegate

13. It is impractical and unnecessary for the Fire Authority to grant the authorisations and appointments. Section 101 of the Local Government Act 1972 allows the Authority to delegate responsibility to an officer.

Scheme of Delegation

14. The Scheme of Delegation (the Scheme) already contains a range of powers exercisable by officers. Annex 1 to this report is intended to replace one of the existing powers of the Chief Fire Officer and Chief Executive that covers the Fire and Rescue Services Act 2004 only. It will be placed in the Scheme.

Financial Implications

15. There are no financial implications.

Legal Implications

16. This decision will ensure that a new delegation exists that will allow suitable authorisations and appointments to be made.

Equality and Diversity Implications

17. There are none.

Environmental Implications

18. There are none.

CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD

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BACKGROUND PAPERS: NONE

Annex 1

To be added to the Scheme of Delegation

POWERS DELEGATED TO THE CHIEF FIRE OFFICER AND CHIEF EXECUTIVE CONCERNED WITH AUTHORISATIONS AND APPOINTMENTS OF OFFICERS

Authorisations

To authorise officers to exercise the powers under the Fire and Rescue Services Act 2004 (Sections 44, 45 and 46)

Appointments

To appoint inspectors by virtue of Article 26(1) The Regulatory Reform (Fire Safety) Order 2005 (the Order) to exercise the powers contained in Article 27 of the Order and to authorise the inspectors to serve alterations notices (Articles 29 of the Order), enforcement notices (Article 30 of the Order) and prohibition notices (Article 31 of the Order)

Inspectors will also be appointed to exercise the powers under:

- Dangerous Substances (Notification and Marking of Sites) Regulations 1990 (Regulations 5, 6, 7 & 8)
- Health and Safety (Signs and Signals) Regulations 1996 (Section 7(b))
- Construction Design and Management Regulations 2015 (Regulations 30, 31, 32 & 36)
- Licensing Act 2003 (Sections 59, 96 and 179)

CHESHIRE FIRE AUTHORITY

MEETING OF: FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: JOINT USE OF FRODSHAM FIRE STATION BY
CHESHIRE CONSTABULARY

Purpose of Report

1. To obtain approval to the grant of a lease of part of Frodsham Fire Station to the Police and Crime Commissioner for Cheshire (PCC).

Recommended: That Members;

- [1] Agree to the grant of a lease of part of Frodsham Fire Station to the Police and Crime Commissioner for Cheshire with the final terms and conditions to be finalised by the Director of Governance and Commissioning.

Background

2. The rationalisation of the respective estates of the Fire Authority and the PCC is part of the Blue Light Collaboration Programme. Members will recall that the Authority agreed some Estates Sharing Principles in September 2018 and at the same meeting committed funds to establish the feasibility of creating a new joint fire and police facility on the Crewe Fire Station site. Work has also been taking place to determine the potential to share other sites.

Information

3. The Police Station at Frodsham was under-utilised, but a police presence needed to be maintained in Frodsham. The Police Station and Fire Station were less than 100 yards apart and the Fire Station was the obvious choice for joint use as there was some capacity and Cheshire Constabulary's requirements were relatively insignificant. There has been a police presence at the Fire Station since November 2017. Although there were some initial challenges associated with the joint use the arrangement is now working satisfactorily.
4. The documentation has taken time to develop, as there has been a long-running debate about the terms, in particular the charges associated with the occupation. The terms have now been agreed. The following paragraphs provide an outline.

Legal Basis	Lease contracted out of the security afforded by the Landlord and Tenant Act 1954
Area	Exclusive occupation of the room and parking spaces shown on the plan attached as Appendix 1 to this report and shared use of communal areas, e.g. corridors, kitchen, toilets
Term	20 years with breaks allowed at 5, 10 and 15 years
Permitted Use	Office associated with the activities of Cheshire Constabulary, specifically excluding any custodial use
Payment	PCC to pay a sum based on the proportion of the Fire Station that the Area represents together with a sum towards the communal areas, i.e. a payment towards rates and services; maintenance and cleaning; and annual lifecycle costs. The sum has been calculated at almost £6k per annum
Standard Terms	Usual provisions will be included that are intended to protect both parties. For example: Fire Authority: promises not to interfere with or obstruct Permitted Use PCC: promises not to cause nuisance, make alterations, interfere with or obstruct fire and rescue services etc.

Financial Implications

5. The Authority will receive sufficient funds from the PCC to cover the costs of the occupation of the Fire Station by Cheshire Constabulary. The PCC has been able to sell the Police Station, so there has been a wider benefit to the public purse.

Legal Implications

6. Creating a legal interest in a fire station could restrict what can be done with the building in the future. However, the lease will include provisions that allow the arrangement to be brought to an end at specific times and the normal security of the Landlord and Tenant Act 1954 will be excluded so that the PCC will not have an automatic right to a new lease at the end of the Term.

Equality and Diversity Implications

7. It may be necessary to review the current facilities at the Fire Station to ensure that they are appropriate for the regular users of the building.

Environmental Implications

8. The modernisation programme will consider any environmental impact and improvements that are needed with the change in the use of the site and intensification of activity on the site.

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BACKGROUND PAPERS: NONE

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Frodsham Fire Station Cheshire Police Office Proposal

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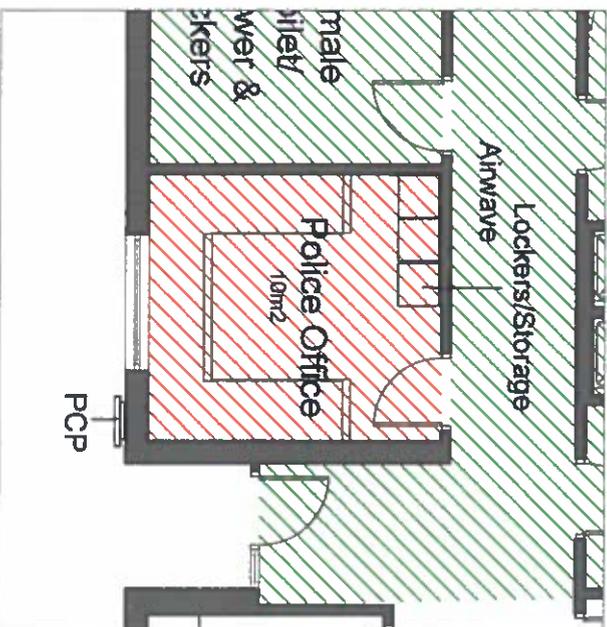
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NOTES

Frodsham Fire Station

Office Proposal Layout

■ POLICE SOLE OCCUPATION
■ SHARED OCCUPATION
■ OPTION TO BOOK



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CHESHIRE FIRE AUTHORITY

MEETING OF: CHESHIRE FIRE AUTHORITY
DATE: 13 FEBRUARY 2019
REPORT OF: GOVERNANCE AND CORPORATE PLANNING
MANAGER
AUTHOR: DONNA LINTON

SUBJECT : EXCLUSION OF THE PRESS AND PUBLIC

Exclusion of the Press and Public

Recommended:

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

Item 12

Land at Holmes Chapel Fire Station

Paragraph

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

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

BACKGROUND DOCUMENTS: NONE

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of the Local Government Act 1972.

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