



**Wednesday,
4 July 2018
10.00 am**

**Meeting of
Governance and
Constitution Committee
Sadler Road
Winsford**

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

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

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

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

Questions by Electors

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

Access to Information

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

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

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

Recording of Meetings

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

Fire Evacuation

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**MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE
WEDNESDAY, 4 JULY 2018**

Time : 10.00 am

Lecture Theatre - Sadler Road, 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 Declarations 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.

1D Minutes of the Governance and Constitution Committee

(Pages 1 - 4)

To confirm as a correct record the minutes of the meeting of the Governance and Constitution Committee held on 11th April 2018.

ITEMS REQUIRING DISCUSSION / DECISION

2 Dispensations

(Pages 5 - 10)

3 Draft Statement of Assurance 2017-18

(Pages 11 - 40)

4 Whistleblowing Policy and Procedure Annual Report 2017-18

(Pages 41 - 46)

5 Compliments and Complaints Annual Report 2017-18

(Pages 47 - 58)

6 Summary of Member Attendance 2017-18

(Pages 59 - 64)

7 Further Involvement of the Police and Crime Commissioner for Cheshire in Cheshire Fire Authority

(Pages 65 - 68)

8 Appointment of Fire Authority Members by Constituent Authorities

(Pages 69 - 72)

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE

9 EXCLUSION OF PRESS AND PUBLIC

(Pages 73 - 74)

10 Provision of additional information about Safecall referrals mentioned in the report at Item 4



MINUTES OF THE MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE held on Wednesday, 11 April 2018 at Lecture Theatre - Fire Headquarters, Cheshire at 10.30 am

PRESENT: Councillors D Beckett, D Marren, R Polhill and S Wright

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies were received from Councillors M Biggin and E Johnson and independent (Non-Elected) member L Thomson also submitted her apologies.

C Declarations of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Governance and Constitution Committee

RESOLVED: That

[1] the minutes of the meeting of the Governance and Constitution Committee held on Wednesday 31st January 2018 be confirmed as a correct record.

2 COMPLETION OF ACTIONS ARISING FROM MEETINGS OF GOVERNANCE AND CONSTITUTION COMMITTEE

The Director of Governance and Commissioning informed Members that actions arising from previous meetings of the Committee had now been completed. The following items contained documents that had been prepared on the instruction of the Committee and were appended for final consideration before recommendation to the Fire Authority:

- Item 2A – Complaints about a breach of the Members' Code of Conduct – Procedure for Handling Complaints
- Item 2B – Revised Members' Code of Conduct (and Notice of Disclosable Interests)

A Complaints about a breach of the Members' Code of Conduct - Procedure for Handling Complaints

The Director of Governance and Commissioning explained that this had been updated following a workshop with members of the Committee. Changes to the original were shown in red and major additions were shown in blue.

Members discussed the procedure and were broadly content with it. Suggestions were made about changes to paragraphs 1 (narrowing the Monitoring Officer's discretion) and 21 (clarifying the process where there were difficulties bringing about a proposed local resolution).

RESOLVED: That

[1] the revised procedure be approved and be made known to the Fire Authority, subject to:

- **paragraph 1 being amended to make it clear that the Monitoring Officer was only able to exercise his discretion not to inform a Member subject to a complaint in exceptional circumstances; and**
- **paragraph 21 being developed further to provide the Monitoring Officer with some discretion about whether a matter should be referred for a hearing.**

B Revised Members' Code of Conduct (and Notice of Disclosable Interests)

The Director of Governance and Commissioning explained that officers had updated the Code in line with guidance provided by the Committee at previous meetings. Changes to the original Code were shown in red and major additions were shown in blue. Members also had sight of the updated Notice.

RESOLVED: That

[1] the revised Code of Conduct be approved and referred to the Fire Authority for adoption.

3 PREPARATION OF STATEMENT OF ASSURANCE 2017-18

The Director of Governance and Commissioning introduced the report which provided information about the timelines and process for the preparation of the Statement of Assurance 2017-18.

RESOLVED: That

[1] the report be noted.

4 REVIEW OF ARRANGEMENT FOR BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE AND STAFFING COMMITTEE

The Director of Governance and Commissioning explained that the report provided the opportunity for Members to consider and agree updated responsibilities of Brigade Managers' Pay and Performance Committee (BMPPC) and Staffing Committee. He indicated that a review of the arrangements had been carried out with a view to simplifying the language and ensuring that the responsibilities were sufficiently comprehensive.

A Member queried whether the appointment of the Chief Fire Officer and Chief Executive fell under the remit of the Fire Authority. The Monitoring Officer explained that the Fire Authority did appoint the Chief Fire Officer and Chief Executive and that the BMPPC determined and undertook the appointment process. It was agreed that the wording would be amended within the proposed responsibilities of BMPPC (attached as Appendix 1 to the report) to reflect this.

A Member also asked that the last bullet point be improved by making it clear that HR/IR matters would be dealt with in accordance with policies and procedures related to the Brigade Managers.

RESOLVED: That

[1] the updated responsibilities for Brigade Managers' Pay and Performance Committee and Staffing Committee be agreed and recommended to the Fire Authority for approval, subject to:

- **the amendment of the first bullet point within the proposed responsibilities of BMPPC to reflect that the Committee determine and undertake the appointment process of the CFOCE and DCFO, rather than appoint them; and**
- **the addition of a reference to policies and procedures in the last bullet point of the responsibilities of BMPPC.**

5 REVIEW OF LOCAL GOVERNMENT ETHICAL STANDARDS - STAKEHOLDER CONSULTATION

The Director of Governance and Commissioning informed Members that the Committee on Standards in Public Life was undertaking a review of Local Government Ethical Standards and was consulting with stakeholders.

RESOLVED: That

[1] the report and consultation be noted.

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: DISPENSATIONS

Purpose of the Report

1. To ask Members to extend the benefit of the existing dispensations to new Members of the Fire Authority to allow them to take part in debates and votes upon the setting of the Council Tax precept and approval of the Members' Allowance Scheme (and any changes and/or additions to it).

Recommended: That:

- [1] the dispensations granted to Fire Authority Members on 5th October 2016 be extended to benefit Councillors Barker, Dooley and Hayes thereby allowing them to take part in the debates and votes on the setting of the Council Tax precept, and approval of the Members' Allowance scheme (and any changes and/or additions to it).

Background

2. Dispensations were granted by the Governance and Constitution Committee on 5th October 2016 to all Members of the Fire Authority. The dispensations relate to the setting of the Council Tax precept and the approval of the Members' Allowance Scheme and are effective until October 2020.

Information

3. In considering whether to grant dispensations Members are required to consider the provisions in Section 33 of the Localism Act 2011 (the Act). A copy of the section is attached as Appendix 1 to this report.
4. Section 33(1) states that there must be a written request from a Member to the proper officer (taken to be the Monitoring Officer). At the time of despatch of the agenda the following Members had requested that the dispensations be extended so that they can benefit from them:

Councillors Barker and Hayes.
5. Section 33(2) states that a dispensation can only be granted by an Authority if, after having had regard to all relevant circumstances, it is satisfied that one of the reasons described is applicable. Members

previously accepted that they were satisfied that at least one of the reasons listed applies to the setting of the Council Tax precept and the Members' Allowance Scheme when granting the dispensations. An extract from an earlier report is attached as Appendix 2 to this report to enable Members to understand the relevant matters.

Financial Implications

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

Legal Implications

7. The legal implications are covered in the body of the report.

Equality and Diversity and Environmental Implications

8. There are no equality and diversity or environmental implications arising from this report.

BACKGROUND PAPERS: NONE

Section 33 of the Localism Act 2011

33 Dispensations from section 31(4)

- (1) A relevant authority may, on a written request made to the proper officer of the authority by a member or co-opted member of the authority, grant a dispensation relieving the member or co-opted member from either or both of the restrictions in section 31(4) in cases described in the dispensation.
- (2) A relevant authority may grant a dispensation under this section only if, after having had regard to all relevant circumstances, the authority—
 - (a) considers that without the dispensation the number of persons prohibited by section 31(4) from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business,
 - (b) considers that without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business,
 - (c) considers that granting the dispensation is in the interests of persons living in the authority's area,
 - (d) if it is an authority to which Part 1A of the Local Government Act 2000 applies and is operating executive arrangements, considers that without the dispensation each member of the authority's executive would be prohibited by section 31(4) from participating in any particular business to be transacted by the authority's executive, or
 - (e) considers that it is otherwise appropriate to grant a dispensation.
- (3) A dispensation under this section must specify the period for which it has effect, and the period specified may not exceed four years.
- (4) Section 31(4) does not apply in relation to anything done for the purpose of deciding whether to grant a dispensation under this section.

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EXTRACT FROM REPORT TO GOVERNANCE AND CONSTITUTION
COMMITTEE ON 8TH FEBRUARY 2013

Council Tax Precept

1. Members that own property within the area of the Fire Authority would appear to have a Statutory Disclosable Interest (this is the term used in the Fire Authority's Members' Code of Conduct) in the setting of the Council Tax precept. Such a disclosure would, if no dispensation was granted, mean that they would be unable to remain in the meeting and have no opportunity to take part in the debate, nor vote.
2. As the majority of Members will need to make such a disclosure at the meeting of the Fire Authority on the 13th February 2013, when the Council Tax precept is to be discussed, there would appear to be a likelihood that:

the transacting of business would be impeded (Section 33(2)(a);

the representation of different political groups would be so upset as to alter the likely outcome of any vote relating to the business (Section 33(2)(b).

Members' Allowance Scheme

3. All Members receive an allowance and would appear to have a Statutory Disclosable Interest in the approval of the Members' Allowance Scheme (and any changes and/or additions to it). Such a disclosure would, if no dispensation was granted, mean that they would be unable to remain in the meeting and have no opportunity to take part in the debate, nor vote.
4. As all Members will need to make such a disclosure at the meeting of the Fire Authority on the 13th February 2013 when the Members' Allowance scheme is to be discussed:

the transacting of business would be impeded (Section 33(2)(a)

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: CHRIS ASTALL

SUBJECT: DRAFT STATEMENT OF ASSURANCE 2017-18

Purpose of Report

1. To give Members an opportunity to review the draft Statement of Assurance 2017-18.

Recommended: that Members

- [1] Review the draft Statement of Assurance 2017-18.

Background

2. The Fire and Rescue National Framework for England 2012 required the Authority to publish an Annual Statement of Assurance that:

'must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this [Fire and Rescue National] Framework.'

3. The 2012 document has recently been superseded by the 2018 National Framework. The 2018 version has altered the requirements for the Annual Statement of Assurance and will be taken into account when the Statement is prepared for 2018-19. For 2017-18 the 2012 document, which applied throughout the year, has been considered in preparing the Statement.
4. The Delivering Good Governance in Local Government Framework was published by CIPFA, in association with Solace, in 2007. It sets the standard for local authority governance and is used as guidance when producing the Statement of Assurance. The framework was reviewed in 2015 to ensure it remains 'fit for purpose' and a revised edition was published in 2016.
5. The Authority previously agreed to combine production of the Annual Governance Statement (AGS) with the Statement of Assurance as the majority of compliance information and evidence is required for both

documents. The AGS can be located in Section 3 of the Statement of Assurance.

Information

6. One of the principal aims of the Statement of Assurance is to provide a simple and accessible way in which communities, government, local authorities and partners may make a valid assessment of their local fire authority's performance.
7. As mentioned previously, the Authority uses the Delivering Good Governance in Local Government Framework to assist in gathering and presenting evidence in relation to financial and governance matters. The revised version of this Framework was published in 2016 and feedback from CIPFA/Solace gave an opportunity to refresh the format of the Statement of Assurance and AGS.

Statement of Assurance Preparation

8. The preparation process and timelines for the development and production of the Statement of Assurance were presented to the Governance and Constitution Committee in April 2018. The Committee also received a summary of the Local Code of Corporate Governance Framework Principles A-H.

Financial Implications

9. There are no significant financial implications other than staff time involved in research and evidence gathering.

Legal Implications

10. There are no direct legal implications arising from this report.

Equality & Diversity Implications

11. There are no differential impacts on any particular section of the community arising from this report.

Environmental Implications

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

BACKGROUND PAPERS: None

Appendix 1 – Draft Statement of Assurance 2017-18



Making Cheshire Safer

**Draft Statement of Assurance
2017-18**



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Executive Summary

The Chief Fire Officer and Chief Executive and Chair of the Fire Authority recognise the importance of having good management, effective processes and appropriate controls in place to deliver services to the communities of Cheshire, Halton and Warrington.

Each year the Authority is required to produce an Annual Statement of Assurance including the Annual Governance Statement (AGS) which describes how its Corporate Governance, Financial and Operational arrangements are working. To support this annual review a refresh of the Authorities Local Code of Corporate Governance Framework is undertaken with each Head of Department, the Governance & Constitution Committee oversee the development of the Statement of Assurance.

This document has been prepared taking into account the requirement of the Fire and Rescue National Framework for England 2012 which applied throughout the period covered.

Governance Issues

Overall we can confirm that the Authority has the appropriate systems and processes in place to ensure good governance and operational arrangements are in place. Whilst we are satisfied that these arrangements work well our annual review has identified a small number of areas for improvement/development:

Key Improvement Area	Lead Department	To be delivered by
Continue to develop the arrangements and relationships for the delivery of support services by the Joint Corporate Teams.	Senior Responsible Officer BLC	March 2019
Continue to embed the Partnership Governance Model and relaunch the revised policy.	Head of Prevention	December 2018
Continue to develop and streamline the budget preparation and management processes.	Treasurer	March 2019

Progress made with governance issues identified in the 2016-17 Annual Governance Statement can be located on page 12.

We propose over the coming year to address the areas identified for improvement in the plan above and implementation progress will be monitored and reported regularly to the Governance and Constitution Committee.

Signatures:

Cllr Bob Rudd
Fire Authority
Chair



Mark Cashin
Chief Fire Officer/
Chief Executive



Allan Rainford
Treasurer

1. Introduction

Intended Purpose of Statement of Assurance

The Statement of Assurance is published annually to provide an easy and accessible way in which communities; government, local authorities and partners may make a valid assessment of the Authority's performance and governance arrangements.

Complying with the Statement of Assurance

The published Statement of Assurance guidance sets out compliance requirements under three broad headings:

Financial:

Cheshire Fire Authority is responsible for ensuring public money is properly accounted for and used economically, efficiently and effectively. The Authority has a robust budget monitoring process that is subject to close scrutiny. The Treasurer is responsible for ensuring that the right controls are in place to ensure that financial assets are properly managed, financial reporting is accurate and that the Annual Statement of Accounts is prepared in accordance with statutory requirements.

Governance:

The Authority is required to ensure that its business is conducted lawfully. The Authority is required to produce an “**Annual Governance Statement**” (AGS). The AGS and supporting assurances can be located in Section 3 of this document.

Operational:

The Authority is required to comply with a range of laws, regulations and guidance, the following is a list of some of the key legislation:

[Fire and Rescue Services Act 2004](#)

[Civil Contingencies Act 2004](#)

[Regulatory Reform \(Fire Safety\) Order 2005](#)

[Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)

[Localism Act 2011](#)

[Fire and Rescue National Framework for England 2012](#)

[Local Government Act 1999](#)

[Health & Safety & Work Act 1974](#)

[Policing and Crime Act 2017](#)

To ensure that the Authority can demonstrate how it complies with these requirements, a number of detailed assessments are undertaken. These include:

- Progress against the Authority's Health and Safety policy/framework is regularly presented to the Health, Safety and Welfare Committee.
- The Authority regularly assesses operational capability against risks in the area covered by the Authority to ensure that the right resources, procedures and skills are available to respond to incidents within target response times.
- An annual review of operational risk and performance, supplemented by quarterly scrutiny Member and officer meetings.
- Risk Management Board monitors and scrutinises strategic risks.
- Compliance with National Framework requirements.

Accountable to our Communities

This statement is underpinned by detailed documented evidence, most of which has been made available to the public on the Service website. This includes incident and performance data, quarterly performance reports, policy decisions, audit and assurance reports.

The Authority measures and monitors performance using a range of Key Performance Indicators (KPIs) that are also used to compare performance against other fire and rescue authorities in England. The Authority publishes an Annual Report in September each year summarising progress against plans. All performance information available to the public can be accessed via the Service website and continues to be reviewed and refined.

In addition, the Authority has adopted the best practice guidance set out in the Local Government Transparency Code 2015 as far as is practical.

Key evidence links

[Financial Regulations](#)

[Statement of Accounts](#)

www.cheshirefire.gov.uk

[Annual Report](#)

[Local Government Transparency Code 2015](#)

2. Financial Assurance

Cheshire Fire Authority provides financial assurance through the publication of an Annual Statement of Accounts. This is a statutory requirement under the [Accounts and Audit \(England\) Regulations 2015](#) and the accounts are prepared following the *CIPFA Code of Practice on Local Authority Accounting*. The financial statements are subject to review by independent auditors as directed by the [Audit Commission Act 1998](#).

In addition to the statutory requirement to publish annual financial results, the Authority is committed to increasing transparency. One of the first steps in this process is for the publication of expenditure in excess of £500. This is compliant with the Local Government Transparency Code.

External Audit:

Grant Thornton Limited Liability Partnership (LLP) is the appointed external auditor for Cheshire Fire Authority and is responsible for completion of the following assurance activities:

- Audit of the 2017-18 financial statements
- Opinion on the Authority's accounts
- Value for Money conclusion

Internal Audit:

The Internal Audit function for 2017-18 was provided by Mersey Internal Audit Agency (MIAA) and their audit opinion for the year ending **March 2018** can be located in Section 3 of this document.

Key evidence links

[Accounts and Audit \(England\) Regulations 2015](#)
[Audit Commission Act 1998](#)
[Statement of Accounts](#)
[CFRS Website: What we spend](#)

3. Annual Governance Statement (AGS)

What is the Annual Governance Statement?

An Annual Governance Statement explains how an organisation manages its governance and internal control arrangements and measures the effectiveness of those arrangements.

What is Corporate Governance?

Good Governance can mean different things – in the public sector it means “Achieving the Intended Outcomes While Acting in the Public Interest at all Times”.

Corporate Governance generally refers to the processes by which an organisation is directed, controlled, led and held to account.

The Authority’s governance arrangements and framework aims to ensure that in conducting its business it:

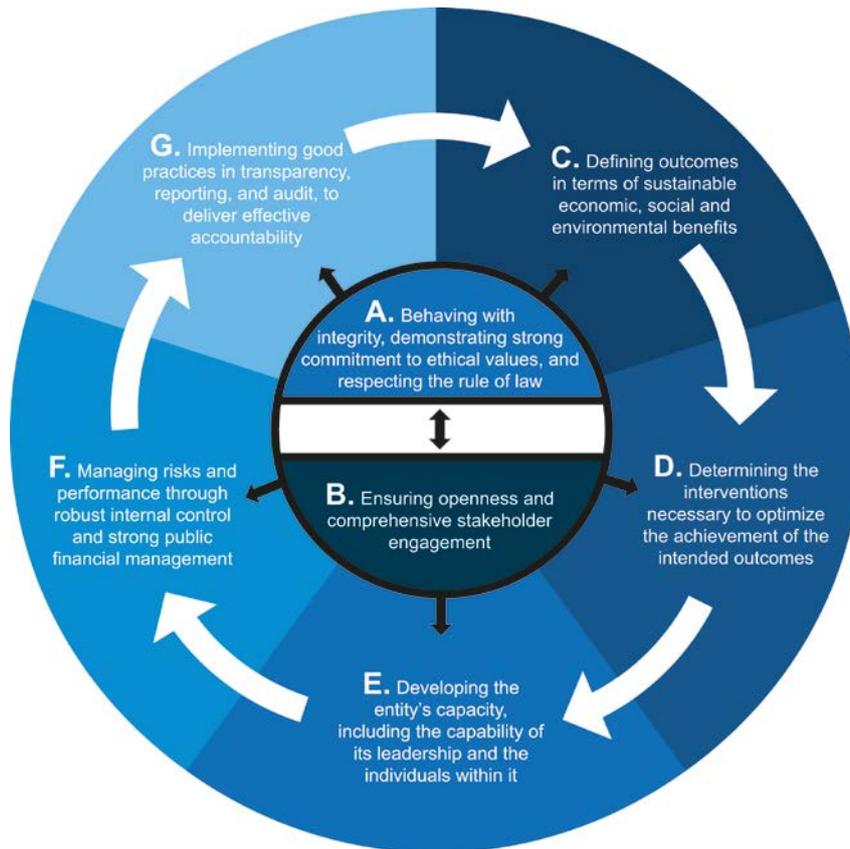
- Operates in a lawful, open, inclusive and honest manner.
- Makes sure public money is safeguarded, properly accounted for and spent wisely.
- Has effective arrangements in place to manage risk.
- Meets the needs of the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington.
- Secures continuous improvements in the way it operates.

Local Code of Corporate Governance

CIPFA published a new version of the framework ‘Delivering Good Governance in Local Government’ in 2016.

The framework defines seven core principles (A-G); these principles were used in the development of our **Local Code of Corporate Governance** (*see link below to access the LCCG*). Principle H in the LCCG requires evidence of operational assurance and compliance with the Fire National Framework and was included in our Local Code for consistency. The Authority’s Local Code of Corporate Governance and compliance evidence is published on the Authority’s website [Local Code of Corporate Governance Principals A-H](#).

Read on to see a summary of the core principles and what we do to comply:



Summary of the Principles

Principle A	Principle B	Principle C	Principle D
Integrity & Values	Openness and Engagement	Working Together	Making a Difference
What we do			
Stay true to our core values. Respect the law. Create a culture of openness and transparency. Ensure management processes are in place for dealing effectively with fraud. Provide a safe environment to raise concerns and learn from mistakes.	Engage, inform and consult with members of the public. Consultation feedback from the public supports IRMP and budget decisions. Effective scrutiny to constructively challenge what we do.	Clear vision and five year strategy – make the best use of resources providing value for money. Develop and maintain constructive partner and collaboration relationships. Good planning and performance management strategies in place. Proactively consult with staff and public.	Have a clear vision and strategy providing intended outcomes for public and service users. Delivery of Integrated Risk Management Plan (IRMP)

Principle E	Principle F	Principle G	Principle H *CFRS Only
Capability	Managing Risk and Performance	Transparency & Accountability Compliance	Compliance to Fire National Framework
What we do			
<p>Clear roles & responsibilities for Senior Officers.</p> <p>Regular scrutiny of performance and oversight of compliments and complaints.</p> <p>Collaboration and partnership benefits.</p>	<p>Joint Corporate Services risk management arrangements are in place and effective.</p> <p>Effective performance management system integrated in departments</p> <p>Members and officers receive risk management training to perform their roles</p> <p>Effective Committee structure.</p>	<p>Transparent decision making processes in place.</p> <p>Effective scrutiny process.</p> <p>Effective internal and external audit function.</p> <p>Authority meetings recorded and transparent.</p> <p>Produce the Annual Report which is public focused and distributed to every household in the area.</p>	<p>Fully compliant with the National Framework.</p>

Scope of Responsibility

Cheshire Fire Authority

The Authority has responsibility for ensuring that its business is conducted in accordance with the law and that proper standards are in place.

Members and Officers

In discharging the statutory responsibilities of the Authority, Members and senior officers are responsible for ensuring that proper governance arrangements are in place. These demonstrate good management of the Authority's key risks in accordance with legislation and appropriate standards.

Our Governance Framework

The Authority's governance and internal control framework includes the systems, processes, procedures, culture and core values by which it is directed and controlled.

The framework focuses on the Authority's strategic aims and objectives and includes:



Corporate

- The organisation's vision and purpose which drive the service planning, delivery, risk, project and performance management frameworks
- The Integrated Risk Management Plan (IRMP)
- Consultation Engagement and Communications Strategies
- A published set of core values

Committee Structure and Member Scrutiny

- The Authority's Constitution
- Established structure of Authority and Committee meetings, each with formal Terms of Reference (ToR)
- Scrutiny by Members e.g. Performance and Overview Committee responsible for thematic areas such as Risk, E&D. Performance Management
- Local Code of Corporate Governance Action Plan reviewed by the Governance and Constitution Committee
- Published Anti-Fraud, Corruption, Whistle-blowing and Complaints policies and procedures
- Medium term financial forecasting and budget management processes
- Code of Conduct

Scrutiny and Reporting

- Integrated Corporate and Financial planning processes with regular reporting
- Treasury Management Strategy
- Risk Management Board - responsible for championing an effective Risk Management Policy and Framework - regular review of the Strategic Risk Register
- Performance & Programme Board - responsible for monitoring and reviewing organisational performance including the Corporate Performance Scorecard setting out the Authority's key indicators and scrutiny of key projects and programmes
- Joint IT Steering Group (Fire/Police) - strategic direction for the Authority's IT delivery
- Information Governance arrangements

People

- Dynamic, intelligent training programme which is tailored to the development needs of the Authority's frontline staff
- Appraisal system and personal development programmes
- Established Health, Safety & Wellbeing policies – compliance Health, Safety & Wellbeing Board
- Health, Safety & Wellbeing Board review of fitness performance
- Crisis Management Plan – Owned and Scrutinised by Risk Management Board

Key evidence links

- [Delivering Good Governance 2016](#)
- [Local Code of Corporate Governance](#)
- [Principals A-H](#)
- [CFRS Vision, Mission, Core values](#)
- [IRMP](#)
- [Treasury Management Strategy](#)
- [Whistle-blowing Policy](#)
- [Five Year Strategy](#)
- [Equality and diversity strategy 20-17-20](#)
- [Stonewall Top Employers 2018](#)
- [Environmental Strategy 2014 - 2020](#)
- [Information Management Policy](#)
- [Freedom Of Information Act 2000](#)

Looking back 2016-17 - Action Plan

The table below summaries progress made on the 2016-17 Action Plan, an update is provided twice yearly to the Governance and Constitution Committee:

Improvement Area	Lead Department	Update Position
Policy Management – Comprehensive review of all corporate policies	Governance and Commissioning	Review of all key policies has commenced. During 2017 80% of CFRS key policies were reviewed and refreshed following the normal review cycle. The small number outstanding will be undertaken during 2018-19.
Relaunch of partnership Policy and Governance Model	Prevention	Following an internal audit of Partnerships in 2017, work is currently ongoing to make improvements and amendments to the Partnership policy and governance model. The Partnership toolkit is being updated via the Cheshire Planning System. – This will be rolled over to 2018-19
Environmental Initiatives	Estates (Joint Corporate Services)	Cheshire Fire & Rescue Service is showing a reduction in carbon emissions from baseline levels as 808 Tonnes CO2e. This represents a 27% reduction from baseline, which is an average reduction of 135 Tonnes per annum. CFRS need to reduce carbon emissions by a further 381 Tonnes CO2e by 2020. At the current rate the prediction is that the carbon emission figure for 2019/20 will be 1,759 Tonnes 41% reduction.

Our Key Partnerships

Blue Light Collaboration Programme (BLC) - Principles B & E

The programme has made significant progress during 2017-18 with within scope in the Corporate Services departments (IT, Finance, Stores, Procurement, Planning & Performance, Strategic Change, Estates, Communications, Information Management, Legal and HR) all co-locating and subsequently TUPE transferring across to Cheshire Constabulary.

Senior Officers and the Democratic Services team from Cheshire Fire and Rescue Service have moved into Clemonds Hey, assisting in the development of a closer working relationship to between the senior ranks from fire and police organisations. This close proximity has resulted in a renewed focus and energy to explore future potential collaborative opportunities, eg. procurement activities and deployment of technology.

Whilst the staff moves have been completed there is now a focus on how those departments can work jointly to deliver excellent services to both organisations in the most effective and efficient way.

Underpinning the entire programme is a robust governance structure put in place at the beginning of the programme with both parties sharing decision-making; enabling transparency and working together to overcome any challenges.

A key strength of the programme has been the People Strategy and People Transition process document. The Strategy set out the guiding principles to help staff understand how both organisations intended to work together with staff and trade unions/staff associations in a fair, transparent and consistent way.

The legal documentation continues to be progressed as do the financial arrangements that will underpin the collaboration. Following a 'bedding-in' period for the new structures and on-boarding to IT systems it is anticipated that the delivery stage of the programme will formally close in the autumn 2018. Thereafter, the parties will work together to further develop the arrangement to the satisfaction of both parties.

North West Fire Control (NWFC) – Principles B & E

North West Fire Control is a unique collaboration between four partner fire and rescue services Cheshire, Cumbria, Lancashire and Greater Manchester. NWFC is run by a company owned by the four services. Over the past year the Authority has continued to work closely with NWFC and the partners to ensure that the company delivers the call handling and mobilisation service to the requisite standards. Quarterly statistical performance data is sent from NWFC to each service for scrutiny. Members of the Performance and Overview Committee review this on behalf of the Authority.

Fire and Rescue Indemnity Company Limited (FRIC) – Principle F

The Authority works in partnership with eight other fire and rescue authorities to provide discretionary protection against claims made against the Authority and procures insurance cover on its behalf. The partnership also helps to inform the Authority's risk management activities. In addition to the arrangement through FRIC the Service has contracts in place with insurance companies to cover:

- Service employees when travelling on Service business
- The use of drones at operational incidents
- The statutory inspection of lifting equipment and pressure equipment

Safe and Well – Principle D

Cheshire Fire and Rescue Service has a strong record of prevention work to help target and protect vulnerable people from the effects of fire in the home. The key delivery mechanism for fire safety advice and information to householders in Cheshire has been through Home safety Assessments (HSA). Nationally, HSA work has played a key role in helping to reduce preventable fire deaths in England. Accidental dwelling fire fatalities, which account for three fifths of all fire fatalities, have reduced by around 50% over the past decade. In line with the

national picture, fire deaths, injuries and incidents have reduced dramatically in Cheshire during the same period. This national success and proactive intervention work has received recognition and praise from the Cabinet office. NHS and Public Health England. NHS England and Public Health England, publicly called for the wider role of the fire and rescue service to be recognised and used to support the broader health agenda.

Cheshire Fire and Rescue Service supports the national programme of work to assist the health agenda. At the request of NHS England (Cheshire and Merseyside Sub-Region), Cheshire Fire and Rescue Service initially agreed to expand the traditional HSA to create a broader Safe and Well visit to help address the following health priorities:

- Prevention of slips, trips and falls
- Smoking cessation and alcohol reduction
- Bowel cancer screening

Outside of the initial partnership with health Halton Borough Council Public Health also asked Cheshire Fire and Rescue Service to help identify people at risk from Atrial Fibrillation.

The following elements comprised Phase 1 in the Safe and Well visit, which commenced on **1 February 2017**:

- Prevention of slips, trips and falls
- Smoking cessation and alcohol reduction
- Bowel cancer screening
- (Atrial Fibrillation in Halton only)

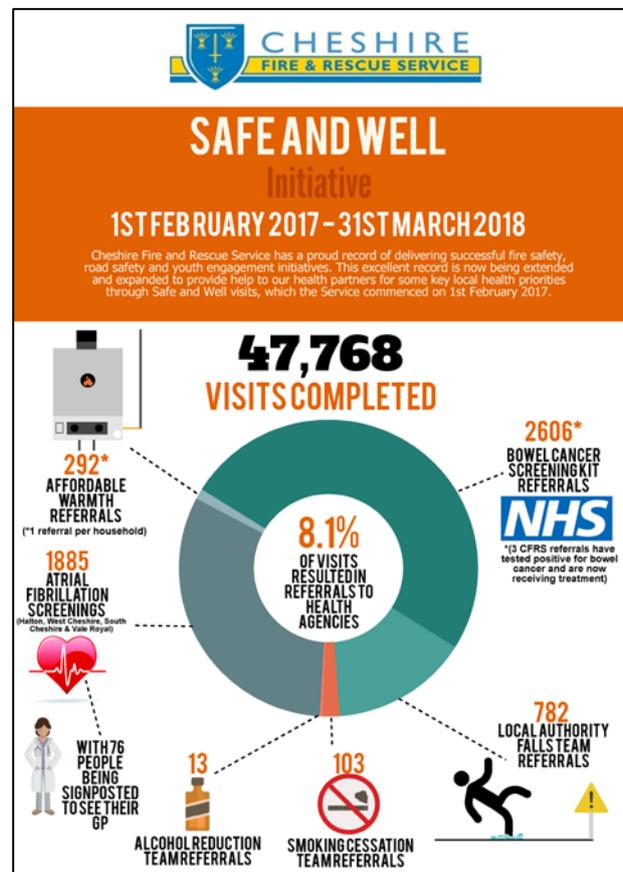
Delivering Partnership Outcomes -

Cheshire Fire and Rescue Service was delivering 25,000 HSAs per year. In order to support the broader health agenda, CFRS has agreed to increase the current number of visits from 25,000 to 40,000. These will be Safe and Well visits from 1 April 2016. We utilise our advocates and operational firefighters to deliver this volume of visits.

During 2017-18, Cheshire FRS worked with health partners to expand the work to include screening for people at risk from fuel poverty/affordable warmth issues and to expand atrial fibrillation work to West Cheshire, South Cheshire and Vale Royal CCG areas.

From 1st February 2017 to 31st March 2018, Cheshire Fire & Rescue Service conducted **47,768** Safe and Well visits, resulting in:

- **2606** referrals to NHS Bowel Cancer Screening Hub;



- **782** referrals to Local Authority falls teams for help and support;
- **103** referrals to Local Authority smoking cessation teams for help and support;
- **13** referrals to Local Authority alcohol reduction teams for help and support; and,
- **188** Atrial Fibrillation screening tests resulting in 76 people being signposted to primary care;
- **292** referrals to Local Authority commissioned service for affordable warmth help and assistance.

2018-19 – Future Safe & Well Work Programme

Reducing hypertension and blood pressure are key objectives for Directors of Public Health in Cheshire and Merseyside. They have therefore subsequently asked that hypertension and blood pressure checks be added to the Safe and Well programme. Cheshire Fire and Rescue Service is happy to take on this additional area of work as part of the Safe and Well visits.

Cheshire Fire and Rescue Service is working to add the following to the Safe and Well programme:

- Screening for Hypertension and blood pressure;
- Expanding Atrial Fibrillation pan-Cheshire to include Warrington and Cheshire East;
- Loneliness and Isolation

Safety Central

Located alongside Lymm Fire Station, Safety Central is Cheshire's first ever facility dedicated to public safety and life skills education. The centre houses a life-sized state-of-the-art indoor village designed to simulate a range of everyday hazards, encouraging visitors to explore ways to keep themselves and others safe in a fun and interactive way.

Learning programmes are aimed at those most at risk of avoidable harm and those who care for them, including primary school and secondary school pupils, parents and carers of infants, older people, people who need support to live independently and professional carers who visit people in their own homes.

Many of the activities are delivered by volunteer rangers, who come from all walks of life and undertake training in a dedicated Ranger Academy. The volunteer programme is sponsored by Cheshire and North Wales' electricity distribution company and several other public and private sector companies are supporting the work of Safety Central by providing resources, expertise and by co-delivering learning activities.



Engaging with our Communities

Extensive efforts are made to engage with the communities and stakeholders of Cheshire East, Cheshire West and Chester, Halton and Warrington. A comprehensive twelve week programme of community consultation and stakeholder engagement is carried out each year

to seek feedback on the Authority's key priorities and proposals set out in its draft annual action plan (IRMP). IRMP 14 covered the period ending **31st March 2018**.

The principles by which the Authority carries out consultation are set out in the Consultation and Engagement Strategy and on key issues the Authority works with the Consultation Institute to assess its performance against best practice.

Identifying and Communicating the Authority's vision

Following a period of public consultation the Fire Authority formally approved the publication of the Five Year Strategy "Planning for a Safer Cheshire" at its meeting on 17th June 2015. The Authority's vision remains "A Cheshire where there are no deaths, injuries or damage from fires or other emergencies" and the Strategy sets out the approach to achieving that vision in the context of the challenges and risks faced by the organisation.

Risk Management Arrangements - Principle F

The risk management function is now part of the new Joint Corporate Services located at Clemonds Hey it provides risk management support to both fire and police.

Good risk management is part of normal day to day activity. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change, balancing risk, quality, cost and affordability. This puts us in a stronger position to deliver on our promises and provide excellent services to our communities.

In 2018 the Risk Management Policy was refreshed to provide clarity on the risk management approach going forward as part of the Joint Corporate Services and risk management processes are well embedded. The Risk Management Board (RMB) reviews the policy every 2-3 years. Membership of RMB has representation from the Fire Authority Members; principal officers; the Section 151 Officer; the Monitoring Officer; internal and external audit and the new joint corporate services team responsible for facilitating the risk management function. The Strategic Risk Register is regularly reviewed at RMB to provide assurance that risks are being effectively managed.

RMB approved participation in the 2016 ALARM/CIPFA Risk Benchmarking Exercise to provide additional assurance by testing the Authority's risk management arrangements against other public sector organisations. The Authority achieved the highest risk management performance level of 'Driving'.

Quality Assurance – Principle G

Cheshire Fire & Rescue Service's Prevention and Protection activities are certified under the international quality standard ISO 9001:2015. This means that it consistently reviews and monitors the quality and standard of the services provided and its procedures.

The Quality Management System defines the key roles of our staff and their responsibilities. Cost savings can be made through improved efficiency and productivity as procedure or service deficiencies will be highlighted by ongoing reviews.

From this, improvements can be developed, resulting in less waste, reduced errors and fewer complaints.

We have a duty to talk and listen to members of the public, our staff and our partners to make sure our services meet the needs of the communities we serve. Customer satisfaction

surveys are undertaken as part of the fire safety inspection programme and during Safe and Well visits.

Through our Business Safety Team we engage with the business, industrial and commercial sectors in our area to understand the needs and expectations of all stakeholders to help make businesses safer from fire. During 2017-18 Mersey Internal Audit Agency (MIAA) undertook a fire safety audit review which did not identify any major concerns or control weaknesses in the process providing significant assurance.

Cheshire Fire and Rescue Service's provision of the Prince's Trust Team Programme has been assessed and is accredited to the Matrix international quality standard for organisations that deliver information advice and/or guidance.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) – Principle G

Following the move of fire and rescue services into the Home Office the Government has announced that HMICFRS will be the independent inspectorate for fire and rescue services, in support of the Fire Reform agenda. HMICFRS are utilising their experience of inspecting Police Efficiency, Effectiveness and Legitimacy (in the public interest) across England to adapt this methodology as the blueprint for the Fire Sector. HMICFRS are developing their methodology and inspection programme with a commitment to inspect all fire and rescue services in England against the core areas of Efficiency, Effectiveness and People.

Cheshire Fire and Rescue Service has expanded its Protection department to incorporate the, newly created, Organisational Performance team who are charged with preparing the Service for the forthcoming inspection in July 2018. The team is responsible for preparing a programme of self-assessment and communication across the Service. The team will formulate, communicate and deliver actions plans following the Inspectorate's findings across the Service to improve performance.

Equality and Inclusion – Principles C & D

Cheshire Fire and Rescue Service has in the past used the Fire and Rescue Framework to assess its equality performance and achieved the highest level of the equality framework, 'Excellent' in 2011. In preparation for being assessed according to a new national inspection regime for fire and rescue services in July 2018, the organisation uses a number of external accreditations to benchmark and affirm its commitment to equality – including the Stonewall Workplace Equality Index and the Disability Confidence Scheme. It is also a Mind Blue Light Programme champion; The Authority launched a new Equality, Diversity and Inclusion strategy 2017-2020 in April 2017. Action plans linked to this Strategy are updated annually.

As part of the 2017-18 Annual Audit Plan a review was undertaken on E&D recruitment which received significant assurance.

Stonewall – Principles C & D

In 2018 Cheshire Fire and Rescue Service achieved fourth place in LGBT charity Stonewall's Equality Index Top 100 list of employers, the highest placed of any of the emergency services in the U.K. The Service has been a Stonewall Diversity Champion since 2008 and has featured in the top 50 of the top 100 for the last five years. In 2017 the Service ranked eighth, marking a jump of four places this year.

Positive action

In 2017-18 the Service undertook a positive action campaign to support its recruitment of new wholetime fire fighters and apprentices. This included targeted communications, taster days, the assignment of buddies and mentors and canvassing for potential applicants at a number of local and regional events. As a result of the campaign, a diverse cohort of firefighters and apprentices joined the Service.

Information Security – Principle A

The Authority maintains an information security policy which represents 'best practice' within the security industry. The policy exists to protect Authority information against any type of accidental loss, damage or abuse, by its staff, third parties and partners. In addition it maintains a safeguard to ICT systems that process, store, display and transmit information.

The Director of Governance and Commissioning is the Authority's Senior Information Risk Officer (SIRO), and is responsible for the effective implementation of a consistent framework for management of information security across the Authority.

Information governance

Information management is now one of the joint Corporate Services located at Clemonds Hey. This provides additional resilience and access to specialist staff, including dedicated Information Security and Data Protection officers.

A number of data flow audits have been completed which help Cheshire Fire and Rescue Service fulfil the requirements of the revised Data Protection legislation.

In future information security breaches will be reported to and managed by the Joint Team. An online reporting process has been developed in order to meet the new requirement to be able to report breaches to the Information Commissioner within 72 hours. Information management and security officers meet the SIRO each month.

How the Authority Works

The Annual Governance Statement covers the period **1st April 2017 to 31st March 2018**.

The Service Management Team (SMT) Structure

Due to the impact of the Blue Light Collaboration Programme a revised management structure was put in place in 2017 which introduced the roles of Director of Governance and Commissioning and Director of Transformation.

The operations of the Authority are directed through a clear leadership and management structure with defined roles and responsibilities. The Service Management Team comprises of:

- Chief Fire Officer and Chief Executive
- Deputy Chief Fire Officer
- Director of Governance and Commissioning
- Director of Transformation
- Heads of Department

CFRS Service Management Team Structure Chart



Fire Authority

The Authority's committee structures allow Members to consider key policies and to monitor performance. The Authority has an effective strategic and financial planning process which includes rigorous review and challenge by Members.

The Authority is made up of twenty three elected Members appointed by the constituent Authorities. There are also two non-elected independent members who act in an advisory role.

In 2017 the Authority enabled the Police and Crime Commissioner to attend and speak at its meetings. This is intended to help develop further integration between the Authority and the Police and Crime Commissioner.

The Authority operates with the following main Committee structure:

- Performance and Overview Committee
- Governance and Constitution Committee
- Brigade Managers Pay and Performance Committee
- Staffing Committee
- Estates and Property Committee

Terms of Reference for each Committee are subject to regular review.

Member Champions

Member Champions are assigned to a number of thematic areas to provide additional scrutiny and challenge; these include risk, equality, young people, older people, finance and the environment.

Monitoring Officer:

During the 2017 – 2018 financial year the Director of Governance and Commissioning fulfilled the statutory role of Monitoring Officer for the Authority, ensuring all actions taken were lawful.

Chief Finance Officer:

For the financial year 2017-18 the Joint Corporate Services Head of Finance had responsibility for day to day financial management in accordance with CIPFA guidance and

a new treasurer was appointed in December 2017 to become responsible for the matters set out in Section 151 of the Local Government Act 1972.

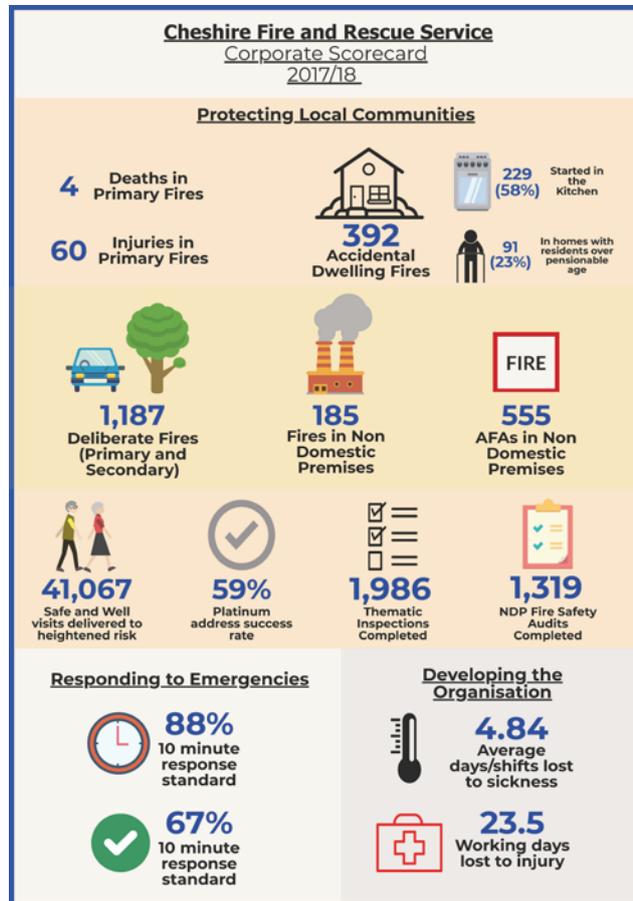
How we performed during 2017 – 2018 - Performance Management:

As part of the corporate planning process the Authority sets out the key corporate performance indicators which measure the delivery of its objectives.

Achievements against these indicators are scrutinised quarterly by the Performance and Overview Committee and Performance and Programme Board and annually by the Fire Authority.

Performance relating to the handling of calls by North West Fire Control is also monitored quarterly, in line with agreed standards.

An Annual Report is produced setting out how the Authority has performed over the last 12 months.



External Assurance

Internal Audit:

The Authority's Internal Audit function for 2017-18 was outsourced to Mersey Internal Audit Agency (MIAA), and established protocols are in place for working with External Audit. A risk-based internal audit plan and three year strategy was agreed with senior management and approved by the Authority in 2017. A number of audits were commissioned in line with our risk profile and appetite which provided an independent assurance level on the Authority's control frameworks.

The internal audit team completed a number of compliance and assurance audits during 2017-18 aligned to the approved internal audit plan, which have generally resulted in positive opinions with a small number of recommendations made as a result of their findings. Action Plans have been put in place to resolve any issues and deliver solutions.

Internal Audit Opinion 2017-18:

Director of Internal Audit Opinion:

Significant Assurance can be given that there is a generally sound system of internal control designed to meet the organisation's objectives, and that controls are generally being applied consistently.

External Audit Opinion 17-18:

Grant Thornton Opinion including Value For Money. This will be added once it is available.

Key evidence links

[Blue Light Collaboration Programme](#)
[People Strategy](#)
[Safe and Well Visits](#)
[Fire Authority](#)
[Corporate Scorecard 16-17](#)
[Annual Report](#)
[Unitary Performance Area Profiles 16-17](#)
[Director of Audit Opinion](#)
[External Audit Opinion](#)

4. Operational Assurance

Statutory Responsibilities

Fire and Rescue Authorities function within a clearly defined statutory and policy framework. Links to some of the key legislation/guidance can be accessed below:

Corporate Planning

The Fire Authority published a five year strategy, titled '*Planning for a Safer Cheshire 2015-2020*'. The strategy clarifies some of the stark choices facing the Authority and outlines the approach and principles adopted to ensure the Authority does not compromise on its commitment to protecting local communities, reducing risk and maintaining firefighters' safety. There is a robust corporate planning process in place which facilitates the development of the Integrated Risk Management Plan (IRMP).

Community Risk Management

Through its Community Risk Management Policy the Service undertakes risk, intelligence and performance analysis in order to ensure that strategic, tactical and operational activities are intelligence-led and evaluated. This is achieved by using specialist systems, software, data and skills delivered by the Joint Corporate Service Business Intelligence team located at Clemonds Hey.

Unitary Area Plans

In addition to and complementing the IRMP, Unitary Area Plans are developed for each council area. Each plan is unique to that area and contains the actions the Unitary teams will take in order to mitigate risk and improve community safety. These plans are informed by the Community Risk Model which brings together historic incident data, demographic, commercial and external risk factors.

Stakeholder Engagement

The Authority is committed to involving all of its stakeholders in the development of its strategies and plans. It encourages this by carrying out a comprehensive annual consultation programme on its draft IRMP. Local communities, partners, staff, representative bodies and other stakeholder's are invited to comment to ensure that before any decision is taken a broad range of views are taken into account. To enable active and informed participation, data and information relevant to the plan is made available to the public on the Service's website and via social media, in consultation packs, which are distributed at community roadshow events held across Cheshire, and also at key local stakeholder forums and meetings.

Fire Protection Activities

Cheshire Fire and Rescue Service operates a risk based intelligence-led inspection programme of non-domestic premises. If a business is audited, the audit will be carried out by a qualified fire-safety officer who will follow a set procedure which is designed to establish compliance with the requirements of the Regulatory Reform (Fire Safety) Order 2005. We always aim to help businesses comply with fire safety legislation; however, at times we have to enforce the law by implementing a formal enforcement procedure and will on occasion

prosecute. This is always a last resort for us and we will endeavour to avoid this course of action by working with business owners/managers via a range of key interventions:

- A dedicated team of non-enforcing officers who proactively deliver interventions and offer advice tailored to the different sectors of the business community.
- Protection staff offer support to businesses to assist in complying with legislation and business continuity advice.
- Information provided digitally to support businesses.
- Proactively working with partners and key stakeholders to raise awareness of the fire safety and property benefits of sprinkler systems.

The government's Primary Authority Scheme is a means for business to receive assured and tailored advice on meeting environmental health, trading standards or fire safety regulations through a single point of contact. This enables business to invest with confidence in products, practices and procedures, knowing that the resources they devote to compliance are well spent. The Service supports the Primary Authority Scheme and will consider entering into partnerships with a business or organisation to provide assured and tailored fire safety advice. The approach we adopt creates a more consistent and co-ordinated regulatory environment.

Fire Investigation

Fire investigation is an integral part of the Service's Prevention and Protection activities. The main purpose of fire investigation is to determine the origin, cause and development of a fire and to contribute to organisational learning.

All fires attended will be investigated to establish the cause of fire. Where a fire has occurred, investigators have power of entry under Section 45 of the Fire & Rescue Services Act 2004 which allows an authorised employee to gain entry to premises in order to investigate the cause and progression of the fire that has occurred there.

Investigation outcomes will steer future prevention and protection activities and will assist in the prevention and detection of crime:

- Types of fires determined in our Fire Investigation Policy will be investigated and the most likely cause recorded.
- All fatal fires and fires involving significant injuries to persons, significant damage to property and suspected arson will be investigated by an Advanced Fire Investigator (usually in collaboration with Cheshire Police).
- Fire Investigation reports will be produced to support Criminal and Coroners' Courts to enable a verdict to be reached.

Operational debriefs

Operational debriefs are used at both incidents and the Authority's exercises and form part of the quality control system concerned with its core activities. These debriefs provide valuable lessons learned which contribute to improving the service provided. They are undertaken following every incident and at a level which recognises the scale of the incident and also the involvement of other partner agencies. Debriefs will therefore fall into Level 1 Hot debriefs or more in-depth Level II Structured debriefs. Multi-agency incidents will also prompt a multi-agency debrief which will be facilitated and reported through the Cheshire Resilience Forum with learning outcomes reviewed and managed through the affiliated Cheshire Emergency Response Collaboration (CERC) group.

Section 28 reform – formerly known as Rule 43 Notices

In accordance with its commitment to ensure a safe and competent workforce, the Authority has conducted a thorough review of policies, procedures and training programmes in response to tragic events nationally. The learning has come from the services directly affected, information notices (Coroner “Rule 43” Notices) issued as a result of inquests and recommendations to all FRSs. Rule 43 Notices are used to inform policy and procedural reviews and to advise on the procurement/upgrade of operational equipment where necessary/appropriate.

Business Continuity – Civil Contingencies Act 2004

Business Continuity is an important part of the Authority’s strategy and a robust programme is well established to ensure responsibilities align to best practice standards, e.g. BS25999-2. Departmental plans which support the Authorities Crisis Management Plan are maintained and tested regularly. The Crisis Management Plan is owned by the Risk Management Board and reviewed and approved annually.

A major Crisis Management Team exercise took place in May 2017. The purpose of the exercise was to test business continuity arrangements and manage reputational risk following the targeting of the Service by animal rights protesters. Key colleagues from Cheshire Constabulary also took part with joint service teams providing support. An action plan following the exercise was established with the headlines presented to Risk Management Board in October.

The Service’s Business Continuity arrangements were also reviewed by Mersey Internal Audit Agency (MIAA). Following a comprehensive review the Service was awarded a “Significant Assurance” rating.

Interoperability, Resilience and Safety

A comprehensive range of risk intelligence data and information is taken into account as part of the risk identification and analysis process underpinning the IRMP. This includes Community Risk Registers, with the Authority having a leading role in the Cheshire Local Resilience Forum (CRF) which focuses on interoperability and joint planning with other emergency services using the Joint Emergency Services Interoperability Principles (JESIP).

CRF structures, policies and practices are regularly reviewed to better reflect the changing make up of partner agencies. Governance is managed through a monthly meeting cycle of the Management Group which reports twice yearly to the CRF Executive Group.

Over the Border Mutual Aid Arrangements

Sections 13 and 16 of the Fire and Rescue Services Act 2004 allow mutual arrangements to be agreed with neighbouring Services to improve resilience and capacity in border areas. Cheshire Fire Authority has in place contractual agreements with the following bordering Fire Authorities for response to life risk incidents:

- Merseyside
- Staffordshire
- Shropshire
- Derbyshire
- Greater Manchester
- North Wales

Health and Safety

The Authority seeks to comply with the requirements of the Health and Safety at Work etc. Act 1974 and relevant legislation in managing its health and safety (H&S) duties.

The Authority has an H&S management system based on Health & Safety Executive (HSE) guidance. As part of this we have clearly defined management responsibilities; as far as reasonably practicable we assess and manage the risks arising from our activities, we consult our employees on matters affecting H&S, we provide training and information to our employees.

The Service has an Occupational Health Unit to support the health and wellbeing of staff. We have a programme of health and wellbeing campaigns e.g. we have signed up to the MIND Blue Light campaign to support mental health and wellbeing in the Service and provided training to mental health champions and are looking to introduce more widely a Trauma Risk Management (TRiM) process.

We have introduced an electronic system to support the reporting and investigation of all accidents and near misses that occur within the Service and to track the investigations conducted with the intention of preventing a recurrence. The Service seeks to learn not only from events that happen within the Service but also from events that occur in other FRSS; we conduct review of our own policies and procedures in light of these and make improvements when necessary with completion of action plans tracked through the Cheshire Planning System. We have arrangements to respond to any emergency that occurs at work.

As part of the H&S Management System there is a program of audits and inspections; the audits are based on the Royal Society for Prevention of Accidents Quality Safety Audit (ROSPA) (QSA) system and its performance indicators. These audits and inspections inform our annual review of H&S Policy and performance. They also contribute towards an annual H&S report submitted to the Authority's Performance and Overview Committee.

Firefighter Fitness

The Authority has had a policy to ensure the fitness of its operational staff for some time; in December 2014 the Department for Communities and Local Government (DCLG) issued an addendum to the National Framework for England in relation to firefighter fitness. In 2015 the Authority proposed amendments to its then current fitness policy to align it to the National Framework requirements and the national fitness standard proposed by CFOA.

The Authority recruited a full-time Fitness Advisor to lead on supporting the firefighters to attain and maintain the fitness standards required, and to undertake fitness testing. Fitness testing for all operational staff takes place annually. Performance is monitored at the Service Health Safety and Wellbeing Committee. The Service Fitness Policy has been amended to include the option to use the activities that must be completed within a set time. An audit of compliance with the National Framework requirements on management of firefighter fitness concluded that the Authority complied with the requirements of the framework.

Operational Training

The operational training strategy was formally launched in 2012. This strategy is underpinned by a number of specialist training policies and together these deliver a competence training framework covering a three year training cycle. The Service is now commencing its seventh year of training planning, delivery and review against this strategy.

All new firefighters attend basic training which is broken down into modules and each module is assessed. Whilst attending the Training Centre on their initial training they are regarded as Trainee Firefighters. After training they are posted to their fire station where they are allowed to commence riding the station's fire appliance in a limited capacity and under the close watch of their supervisory managers and their competent co-workers. As the newly appointed firefighter enters their development phase of their career they are enrolled and registered with the awarding body Edexcel onto a level three National Vocational Qualification Diploma, Operations in the Community. During this phase they are assessed by competent qualified vocational assessors who ensure that the firefighters meet the assessment criteria of National Occupational Standards within their role map and go on to achieve competence within three years. This robust process of assessment is internally quality assured by vocationally qualified level 4 Internal Quality Assurers. It is later externally quality assured by an independent external Standards Verifier from Edexcel, the awarding body.

All front line operational staff, inclusive of new starters attend regular station planned training as detailed within their Station Training Forecast in order to maintain their operational abilities and competence. They also attend centrally planned refresher training in order to support this maintenance programme.

Breathing apparatus refresher training takes place in dedicated 'hot fire' conditions annually and the Authority aims to ensure that 100% of all eligible staff attend through an electronic course management and staffing system.

Compartment fire behaviour training capability is refreshed every two years and a joint venture with Manchester Airport Fire Service and Greater Manchester Fire & Rescue Service commenced in June 2013 whereby all three services use training facilities at the airport to train and assess gas cooling and backdraft awareness skills, knowledge and understanding. This collaboration is currently being reviewed but as yet it still continues to be successful and effective and has underpinned the Authority's operational capability to deal safely and competently with severe compartment scenarios. Once again the Authority aims to ensure 100% of all eligible staff attend.

Road traffic extrication techniques, trauma care, hazardous materials, and working safely at height skills are refreshed over a three year period and each year the Service aims to refresh the skills, knowledge and understanding of one third of its operational workforce with an overall target set to achieve 100% of all eligible staff attendance after three years. The Swift water rescue capability of the Service's key water fire stations is validated by the staff attending two days of assessment every year.

The Service delivers in-house Large Goods Vehicle training on a one to one basis for its front line firefighters. Once they pass their test their driving skills are consolidated at station by driving fire appliances on routine non-emergency duties. After this consolidation they return to the driver training school and undertake a two week emergency response driver training course where they are taught to drive safely and efficiently at speed and under blue light conditions. Once they are designated as an appliance emergency response driver they

then go on to attend a one day emergency response driving refresher within a five year period.

To enhance the teaching and training capability of the training staff, all have now achieved or are in the process of achieving the level three award in education and training.

The Operational Training Group (OTG) also manages the Authority's Accredited Centre; currently Edexcel and Skills for Justice are the awarding bodies. Visits by external standards verifiers annually assess and confirm that the Authority operates to and maintains the awarding standards and this assists OTG in quality assuring its planning, delivery and review of training and assessment.

As well as external verification OTG also reviews all operational training delivery annually against its policies and annual training plan to assess its effectiveness and to ensure that the requisite number of operational personnel has attended these continuous professional development programmes.

Managers are all trained and assessed for their skills, knowledge and understanding in Incident Command. A dedicated Command Training Group (CTG) of vocationally qualified Officers plan, deliver and assess these training programmes. The quality of the Incident Command Training within the Service has attracted business from several other fire and rescue services and other emergency services as well as private and public organisations including several high risk industries.

Key evidence links

[IRMP](#)
[CRM Policy](#)
[Unitary Performance Area Profiles](#)
[Fire Safety advice for Businesses](#)
[Corporate Scorecard](#)
www.cheshirefire.gov.uk
[Annual Report](#)
[Operational Peer Challenge](#)
[Annual Health and Safety Report 2015](#)
[Firefighter Fitness Addendum](#)
[Firefighter Fitness Policy](#)
[Operational Training Strategy](#)
[JESIP Decision Model](#)

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: WHISTLEBLOWING POLICY AND PROCEDURE
ANNUAL REPORT 2017-18

Purpose of Report

1. To provide Members with information about whistleblowing for 2017-18.

Recommended That:

[1] the contents of the Report be noted.

Background

2. "Whistleblowing" is the term used to describe the raising of a concern by a worker who considers that there has been wrongdoing or malpractice by his employer or fellow workers and where it is in the public interest to do so.
3. The legislation, initially introduced in 1998, is designed to reduce malpractice in organisations and to ensure individuals can report malpractice without fear of reprisals. Provided they satisfy certain conditions in the way they report the wrongdoing the law protects workers from dismissal or detriment.

Information

The Authority's Policy and Procedure on Whistleblowing

4. The Authority has a Whistleblowing Policy and Procedure which was last reviewed in July 2016 when changes were made to reflect the recommendations made in the Government's Guidance for Employers and Code of Practice for Whistleblowing. This can currently be found in the Code of Conduct for Employees which is available on the intranet.
5. The Policy and Procedure has been reviewed and no changes are required apart from some amendments to the list of the names and contact details of officers within and outside the Authority to whom concerns can be reported. This list has been reviewed and updated and the revised list is now attached as Appendix 1 to the report.

6. The list has been updated as follows:
- Several of the officers on the contact list have relocated to the Police HQ at Clemonds Hey and their contact details have been updated.
 - Both the Head of Finance and the Section 151 Officer are now named on the list, following the separation of the roles.
 - The person responsible for our external audit at Grant Thornton has changed.

Whistleblowing Complaints

7. The Authority has been contacted by Safecall four times in 2017-18. Officers will provide further information at the meeting in private session.

Financial Implications

8. There are no additional resource implications arising from this report.

Legal Implications

9. The policy and procedure ensure compliance with the legislation and mitigate risks to the Authority's reputation.

Equality & Diversity Implications

10. The policy and procedure minimise the risk of reprisals against those raising concerns and allow possible concerns about discriminatory practices to be raised internally and dealt with appropriately without recourse to litigation.

Environmental Implications

11. There are no environmental implications.

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

BACKGROUND PAPERS: NONE

Whistleblowing Policy

APPENDIX 1

Contact Details

Cheshire Fire and Rescue Service

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4 JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: COMPLIMENTS AND COMPLAINTS ANNUAL
REPORT 2017-18

Purpose of Report

1. To provide Members with information about compliments and complaints about the Service made during the period 1st April 2017 to 31st March 2018.

Recommended That:

- [1] the information regarding compliments and complaints made during the period 1st April 2017 to 31st March 2018 be noted.

Background

2. New procedures were introduced in January 2010 with a separate record kept of those complaints resolved at initial contact. From 2010 onwards three categories have been measured: formal complaints, informal complaints (previously categorised as comments) and compliments. The reporting period was also aligned to the reporting periods for other Service information such as financial and performance data reporting i.e. from 1st April to 31st March. Data from previous years was also aligned to provide historical context.
3. Since 2010 the Compliments and Complaints Procedure (the Procedure) has been reviewed on a regular basis to identify any further improvements. Officers reviewed the Procedure in November 2017 and some small updates were made e.g. to accommodate compliments and complaints received through social media and contact details. In view of the limited changes that were made the Procedure has not been appended to the report. It can be found on the Service's website via the following link: [Compliments and Complaints Procedure](#).

Information

4. The Procedure has a two-tier approach to complaints. The Service aims to resolve all complaints received at initial contact, classifying them as informal. If the initial response does not bring about a

satisfactory resolution, the complainant is asked to submit a formal complaint. This approach is detailed on the Service's website.

Statistics for 1st April 2017 to 31st March 2018

5. The statistics for 2017-18 are:
- i. Formal Complaints - 3
 - ii. Informal Complaints - 14
 - iii. Compliments - 41

Performance Comparison

6. Comparison of the overall numbers is a crude indicator because of the relatively low numbers. The comparison figures for the past five reporting periods are presented below:

	2017-18	2016-17	2015-16	2014 - 15	2013-14
Formal complaints	3	1	0	1	2
Informal complaints	14	34	28	38	42
Compliments	41	78	82	86	98

7. As can be seen from the table, there has been a significant reduction in complaints and compliments during 2017-18.
8. Appendix 1 to this report provides brief details of the informal complaints received and whether they have been dealt with within the timescales set out in the Service's procedures. Appendix 2 provides a summary of the formal complaints and Appendix 3 details the compliments received. The following observations can be made:-
- (a) The complaints cover a range of issues with the vast majority being resolved quickly and on occasion resulting from a misunderstanding. The nature of complaints received can be categorised into key areas as follows:
 - Safe and Well visits and enquiries (5)
 - Driving of Service vehicles (5)
 - Alleged damage to property (1)
 - Noise resulting from operational training (1)
 - Access to a local fire station (1)
 - (b) The three formal complaints received concerned the Service's Integrated Risk Management Plan and were recorded upon receipt as formal complaints, as requested by the sender.

- (c) The compliments received all related to the Service's departments that have direct interaction with members of the public. They related to the Service's work within the community (14), Safe and Well visits (7) and the Service's response to incidents (20).

Financial Implications

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

Legal Implications

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

Equality & Diversity Implications

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

Environmental Implications

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

BACKGROUND PAPERS: NONE

- Appendix 1 – Informal Complaints recorded
Appendix 2 – Formal Complaints recorded
Appendix 3 – Compliments recorded

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INFORMAL COMPLAINTS DATABASE 2017 - 18

Unique Ref	Date of Complaint	How was the complaint received	Relevant Department	Comment	Response within target timescale (Y/N)	Action taken and outcome	Date Closed
CMT 01.17	10.04.17	Telephone	Prevention	Complaint concerning process and time taken to resolve problems with a faulty smoke alarm.	Yes	Complaint forwarded to CW&C Admin Hub Manager to contact complainant and resolve. She apologised for the delay in resolving issues with the faulty smoke alarm and explained the reason for the delay. No further correspondence was received.	08.05.2017
CMT 02.17	11.04.17	Twitter	Service Delivery	Complaint about a person stated to be wearing CFRS uniform said to be using a mobile phone whilst refuelling a vehicle.	N/A	Further details were requested from the complainant to try and identify the individual involved. As it was not a service vehicle involved it was not possible to identify the individual involved. Further images were requested from the petrol station but were not sent over. As further info was not provided this could not be investigated.	N/A
CMT 03.17	18.04.2017	Facebook	Service Delivery	Complaint concerning inability to contact anyone at Chester fire station for assistance with the removal of a ring from a finger.	Yes	A Station Manager emailed the complainant and apologised. A visit was re-arranged and the ring removed. An email with the findings from the investigation and actions being taken to resolve problems with the doorbells and phones at the station was sent to the complainant. He was happy for the complaint to be closed.	28.04.2017
CMT 04.17	12.04.2017	Email	Service Delivery	Complaint about noise from Knutsford Fire Station - "ongoing noise nuisance coming from a platform training vehicle".	Yes	Complainant contacted by a Station Manager who discussed/resolved the issue and the complainant was happy for the complaint to be closed.	02.05.2017
CMT 05.17	25.05.2017	Telephone	Prevention	Complaint about a Safe and Well visit where three firefighters attended. The complainant felt intimidated and disappointed that an appointment wasn't made in advance. They were not happy with the questions asked and felt they were quite personal. They felt that the system should be looked at to stop this happening again.	Yes	The Head of Prevention contacted the complainant to discuss the process the Service uses and the complainant felt that the issue had been resolved.	25.05.2017
CMT 06.17	25.05.2017	Email	Service Delivery	Complaint concerning driving/conduct of firefighters when attending an incident on the day of the May Day parade in Astbury.	Yes	A Group Manager investigated the concerns raised and emailed the complainant with the findings of his investigation. No further correspondence was received - complaint closed.	27.06.2017
CMT 07.17	07.06.2017	Telephone	Prevention	Complaint that a Safe and Well visit took place without prior notice.	Yes	A Lead Advocate contacted the complainant to apologise and discuss the matter with her. The complainant was satisfied with the actions taken.	07.06.2017
CMT 08.17	10.07.2017	Webpage	K/N	Complaint concerning the driving of a Service vehicle.	N/A	After investigation by the Fleet Manager and Station Managers the individual could not be identified. The complainant was informed and no further response was received.	N/A
CMT 09.17	15.07.2017	Telephone	Service Delivery	Complaint concerning the driving of a Service vehicle on the way to an incident.	Yes	A Station Manager contacted the complainant to inform him that the driver had been spoken to and apologised on behalf of the Service. The complainant confirmed that he felt that the issue had been resolved.	02.08.2017

CMT 10.17	11.09.2017	Email	Service Delivery	Complaint concerning the location of a fire engine at an incident.	Yes	A Station Manager contacted the complainant to resolve the complaint and provide further information. No further contact was received - complaint closed.	11.10.2017
CMT 11.17	29.11.2017	Webpage	Service Delivery	Complaint concerning officers attempting to deliver a Safe and Well visit.	Yes	A Group Manager contacted the complainant to inform him he had been removed from the Safe and Well address list. No further contact was received - complaint closed.	27.12.2018
CMT 12.17	22.02.2018	Webpage	Communications	Complaint concerning lack of diversity of individuals on the Service's Safe and Well brochure.	No	The Senior Communications Officer responded to the complainant and assured him that the Service were addressing this for the next time the booklet went to print. No further correspondence was received.	26.03.2018
CMT 13.17	19.03.2018	Email	Service Delivery	Complaint concerning driving of a fire appliance under blue lights through Alderley Edge.	Yes	A Station Manager contacted the complainant to discuss the incident and the complainant was satisfied with the response - complaint closed.	05.04.2018
CMT 14.17	26.03.2018	Station visit	Operational Policy and Assurance	Complaint concerning damage to a member of the public's driveway caused by a CFRS vehicle.	Yes	The Senior Hydrant Technician investigated and contacted the complainant to resolve. The complainant was happy with the initial response and was advised to contact the Service if he wanted further assistance. No further correspondence received.	23.04.2018

FORMAL COMPLAINT DATABASE 2017-18

Unique Ref	Date of Complaint	How was the complaint received	Details of Complaint	Response to Complaint	Date initial response sent	Within target timescale	Any further details	Date Closed
COMP 01.17	12.02.2018	Email	IRMP - 'not assessed <i>all foreseeable fire and rescue related risks</i> on the basis that the Fire Authority only has a response standard for dwelling fires and road traffic collisions' and I wish to formally complain on this point.	A letter was sent by the CFO responding to explain how the Authority assesses fire and rescue related risks. Through assessing these risks the Service developed the Emergency Response Programme to respond to incidents on a risk-assessed basis. Further details of the Service's assessment of risk are contained within the Authority's IRMP from 2013-14 onwards. A further response was received.	29.03.2018	No	These complaints appear to have been linked to the review of the second fire appliances at Crewe and Ellesmere Port fire stations.	26.04.2018
COMP 02.17	12.02.2018	Email	IRMP - 'I wish to complain that you have not provided effective consultation throughout its development and at all stages of your IRMP process'.	A letter was sent by the CFO responding to explain that the Authority's IRMP 2013/14 introduced a new response standard; this was subject to consultation - independently assessed as meeting recognised standards of good practice. A further response was received.	29.03.2018	No	These complaints appear to have been linked to the review of the second fire appliances at Crewe and Ellesmere Port fire stations.	26.04.2018
COMP 03.17	12.02.2018	Email	IRMP - 'I wish to formally complain that when the Fire Authority meets on 14th February 2018 to vote on the IRMP...it does do without having considered all foreseeable risks and without ongoing effective consultation at all stages regarding the IRMP process.'	A letter was sent by the CFO explaining that the Authority considered the outcomes of the review of duty systems for the second fire engines at Crewe and Ellesmere Port fire stations on 14th February 2018. The review documented the outlined risk and activity levels, emerging risk and submissions made by a number of interested third parties. It also covered all local risks in the Crewe and Ellesmere Port areas. No further response was received.	29.03.2018	No	These complaints appear to have been linked to the review of the second fire appliances at Crewe and Ellesmere Port fire stations.	26.04.2018

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COMPLIMENTS DATABASE 2017-18

Unique Ref	Date of Compliment	How was the compliment received	Area	Compliment	Relevant Department	Department Notified of Compliment
Compliment 01.17	2.05.2017	Email	Crewe	Compliment thanking two CFRS staff for helping fit smoke alarms and delivering a Safe and Well visit.	Prevention	Yes
Compliment 02.17	01.05.2017	Email	Stockton Heath	Thank you from a member of the public for assistance from firefighters when her car had broken down on the motorway and was leaking fuel. The firefighters took her children to safety, ensured the car was safe and took the family to a service station while they waited for breakdown assistance.	Service Delivery	Yes
Compliment 03.17	02.05.2017	Website	Powey Lane	Compliment from the public after attending the official opening of Powey Lane Fire Station - "superb opportunity for the children".	Service Delivery	Yes
Compliment 04.17	02.05.17	Website	Wilmslow	Compliment thanking firefighters from Wilmslow Fire Station for showing a group of Cubs around the station and answering their questions - "thank you very much for your time".	Service Delivery	Yes
Compliment 05.17	08.05.17	Facebook	Penketh and Warrington	Thank you from a member of the public to firefighters from Penketh and Warrington Fire Stations who attended a house fire.	Service Delivery	Yes
Compliment 06.17	09.05.17	Website	Chester	Thank you message regarding quick assistance for a member of the public with a faulty smoke alarm.	Service Delivery	Yes
Compliment 07.17	23.05.2017	Letter	Weaverham (Northwich)	Thank you from a member of the public to the Service for installing fire alarms in her property.	Prevention	Yes
Compliment 08.17	24.05.2017	Facebook	Penketh	Thank you message for Penketh Green Watch for a fire safety workshop they conducted.	Service Delivery	Yes
Compliment 09.17	28.05.2017	Email	Nantwich	Compliment from a member of the public thanking the CFRS staff who installed new fire alarms at their property. 'They were really helpful and professional...this is a high quality service and we are very pleased with the advice and support given'.	Prevention	Yes

Compliment 10.17	07.06.2017	Facebook	Runcorn	Thank you message on Facebook from a member of the public for firefighters at Runcorn who let their daughter sit in a fire engine..."thank you...for being so kind to us".	Service Delivery	Yes
Compliment 11.17	13.06.17	Facebook	Ellesmere Port	Thank you to firefighters from Ellesmere Port Fire Station from a member of the public whose son had a great time at the station open day.	Service Delivery	Yes
Compliment 12.17	13.06.2017	Website	Crewe	Thank you to the firefighters who rescued a horse that was trapped in a ditch - "absolutely outstanding work carried out".	Service Delivery	Yes
Compliment 13.17	14.06.2017	Website	Stockton Heath, Ellesmere Port, Knutsford	Thank you to the firefighters who rescued a horse - "amazing people...cannot thank them enough for all they did".	Service Delivery	Yes
Compliment 14.17	15.06.2017	Facebook	Ellesmere Port	Thank you for an open day hosted at Ellesmere Port Fire Station - "We thoroughly enjoyed the day and are in awe and very grateful for the crucial work you do, you made our little girl's day".	Service Delivery	Yes
Compliment 15.17	02.07.2018	Facebook	Tarporley	Thank you for an open day hosted at Tarporley Fire Station - "a huge thank you to all the fabulous people that organised this, we had a lovely day and made one little chap's dreams come true. All staff were so welcoming and friendly".	Service Delivery	Yes
Compliment 16.17	03.07.2017	Email	Ellesmere Port	Thank you passed on by a member of staff who was approached at the Cheshire Show by a member of the public and asked to pass on her gratitude for the rescue of her horse.	Service Delivery	Yes
Compliment 17.17	11.07.2017	Email	Northwich	Thank you concerning a road safety virtual reality session delivered by the Prevention team..."your training presentation went down very well and was fantastically received... a huge thank you for all your work".	Prevention	Yes
Compliment 18.17	17.07.2017	Facebook	Middlewich	Thank you from an individual who was involved in a collision with a HGV - "a sincere thank you to all of the fire crew who rescues me and got me out of the car ...wouldn't be here if it wasn't for the help that you gave to me. I am eternally grateful".	Service Delivery	Yes
Compliment 19.17	17.07.2017	Facebook	Widnes	Thank you message concerning the Service's assistance with replacing smoke alarms at a property - "absolutely brilliant, dedicated service...thank you Cheshire Fire and Rescue".	Service Delivery	Yes
Compliment 20.17	29.07.2017	Twitter	Knutsford	"Thank you...to the fire crew at Knutsford for rescuing my stuck 2 year old this morning."	Service Delivery	Yes

Compliment 21.17	08.08.2017	Twitter	Winsford	Thank you to firefighters from Winsford Fire Station - "absolutely amazing day that the Winsford team gave my two boys".	Service Delivery	Yes
Compliment 22.17	18.08.2017	Facebook	Northwich	Thank you following an incident - "Thank you all so much, you were absolute stars last night...you guys were a massive support...we can't thank you enough".	Service Delivery	Yes
Compliment 23.17	12.09.2017	Website	Poynton	Thank you following an incident - "Thank you for your swift action, you saved my daughter from the house, my boys, and made sure that my mum and dad were ok after the caravan fire in Poynton. I cannot begin to imagine what could have happened without your help."	Service Delivery	Yes
Compliment 24.17	13.09.2017	Facebook	Ellesmere Port	Thank you following an incident - "Thank you to the team that came out to Clydesdale today after our tumble dryer caught fire, very friendly, professional and caring people - we can't thank you enough! Keep doing what you do, you are very much appreciated."	Service Delivery	Yes
Compliment 25.17	01.09.2017	Letter	Warrington	Thank you letter from St. Rocco's Hospice for the Service's support with the Colour Run and the clean up after the event.	Service Delivery	Yes
Compliment 26.17	12.10.2017	Website	Northwich	Thank you following Safe and Well visit - "Visited yesterday by two firefighters from Northwich Fire Station to fit smoke detectors, which they did quickly and efficiently. Their commitment to providing a service with care was genuine and professional. Useful advice on fire prevention also provided. Quality people who have a real interest in supporting their customers".	Service Delivery	Yes
Compliment 27.17	11.10.2017	Facebook	Crewe	Thank you messsge following an incident attended by the Service in Crewe in which they rescued a dog from a fire.	Service Delivery	Yes
Compliment 28.17	31.10.2017	Facebook	Nantwich	Compliment concerning Nantwich firefighters who were completing an exercise at the marina - "I strolled over with my 3 year old son and a firefighter made his dreams come true...thank you so much for taking the time to show him the truck, let him sit in the big seat, flash the blue lights for him and introduce him to your colleagues".	Service Delivery	Yes
Compliment 29.17	02.11.2017	Twitter	Crewe	Thank you message following an incident - "We had a kitchen fire tonight, just want to say a huge thank you to Cheshire Fire for their speed and professionalism in dealing with it."	Service Delivery	Yes
Compliment 30.17	08.11.2017	Twitter	Northwich	Thank you message following an incident - "Thank you for your quick response tonight for the uncontrolled fire in Winnington Village...You guys are heroes!"	Service Delivery	Yes

Compliment 31.17	14.11.2017	Facebook	Crewe	Thank you message - "My little boy visited Crewe fire station yesterday and was able to sit and have his picture taken with a fire engine for his show and tell week, this firefighter...very kindly showed him around...Thank you so much. This firefighter deserves so much credit, he was brilliant."	Service Delivery	Yes
Compliment 32.17	21.11.2017	Facebook	Macclesfield	Thank you message - "Thanks to firefighters at Macclesfield Fire Station who took Gawsorth Beaver Scouts on a tour of the station and answered all their questions... The children and indeed the adults thoroughly enjoyed the visit. We cannot thank our brave Fire and Rescue Service enough for the hard work they do."	Service Delivery	Yes
Compliment 33.17	24.11.2017	Facebook	Northwich	Thank you message - "Please pass on my sincere thanks to the crew of Northwich Fire Station and to the Station Manager for representing the Service at the funeral...it was fitting they were there...it was lovely to see present crews supporting the family of past firefighters."	Service Delivery	Yes
Compliment 34.17	27.11.2017	Facebook	Penketh	Thank you message - "Thank you to Red Watch Penketh for your assistance today...The professionalism, skilled help and friendliness of the team...is so appreciated by all three of us. Plus they fitted a new smoke alarm while they were here".	Service Delivery	Yes
Compliment 35.17	06.12.2017	Twitter	Widnes	Thank you message following an incident - "Had a loft fire last night...I was amazed with the speed and professionalism of the firefighters. What a service."	Service Delivery	Yes
Compliment 36.17	18.01.2018	Email	Warrington	Thank you message for firefighters from Warrington for their care at an incident and the reassurance provided to neighbours. "I have no doubt that the swift and professional actions displayed by your officers prevented much more serious damage to my property."	Service Delivery	Yes
Compliment 37.17	30.01.2018	Letter	Crewe	Thank you message following an incident - "Thank you for all your help, you made a very stressful day less of a worry..."	Service Delivery	Yes
Compliment 38.17	02.02.2018	Email	Northwich	Thank you following an incident - "as a police officer with 15 years service I regularly work with the Fire Service in a professional capacity but this day I saw how they really deal with victims. I consider these men and women to be colleagues and I would be grateful if you could pass my thanks and best wishes to your staff".	Service Delivery	Yes
Compliment 39.17	07.02.2018	Website	Knutsford	Thank you message from a member of the public who telephoned to ask for two replacement smoke alarms which were fitted promptly.	Service Delivery	Yes
Compliment 40.17	08.03.2018	Telephone	Middlewich	Thank you message for firefighters who attended a road traffic collision in Middlewich.	Service Delivery	Yes
Compliment 41.17	18.03.2018	Email	Holmes Chapel	Thank you message for the team who assisted paramedics with an individual who had fallen in their property - "all the guys were caring, compassionate and very professional".	Service Delivery	Yes

CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: SUMMARY OF MEMBER ATTENDANCE
2017-18

Purpose of Report

1. To provide information about Member attendance.
2. To allow Members to consider whether they wish to make any amendments to the principles previously adopted in respect of the monitoring process.

Recommended: That Members

- [1] note the summary of Member attendance at meetings of the Authority and its three main Committees for 2017-2018;
- [2] indicate whether they wish to take any action in relation to the reported attendance statistics; and
- [3] consider whether they wish to make any changes to the established principles and acceptable attendance levels for future monitoring reports.

Background

3. The terms of reference for this Committee includes the responsibility to *'Monitor Member attendance and recommend action to the Fire Authority'* (reference - 3.43 of the current Constitution).
4. Members have previously determined that an acceptable level of attendance was considered to be 70% in respect of the Authority and its main committees; Estates and Property Committee, Performance and Overview Committee and Governance and Constitution Committee.

Members also agreed to adopt the following principles:

- (a) In addition to recording Member attendance at the main bodies, information will be collected on attendance at other bodies, including attendance at conferences and seminars. This additional information will be made available at the request of the Committee;

- (b) Should the Committee consider a Member's attendance is unsatisfactory, the circumstances will be referred by the Chair of the Committee to the relevant Member, in the first instance, and the Group Leader of the relevant party for action; and
- (c) If this action does not improve the position, a formal resolution from the Committee will be sought to refer the matter to the Party whip at the constituent authority for determination.

Information

- 5. Appendix 1 includes a summary in respect of Member attendance at the Fire Authority and the main committees for 2017-18. Three Members have attendance records below the 70% level of attendance expected and Members are asked to consider if they wish to take any further action in line with the principles outlined above.
- 6. Appendix 2 of this report provides details of the planning days attended and additional meetings attended by Members. It also includes figures on conferences and events that Members attended in 2017/18 on behalf of the Authority.
- 7. Members are asked to consider this information and the current principles outlined in paragraph 4 and decide whether they wish to make any changes.

Financial Implications

- 8. There are no financial considerations in respect of this report.

Legal Implications

- 9. There are no legal implications arising from this report.

Equality & Diversity Implications

- 10. There are no equality & diversity implications. It is important, however, that there are processes and procedures in place to ensure that Members are treated fairly and in line with the agreed policy.

Environmental Implications

- 11. There are no environmental implications.

BACKGROUND PAPERS: NONE

Attendance at Main Committees 2017-18

	E&P Meetings Held: 2	G&C Meetings Held: 4	P&O Meetings Held: 4	CFA Meetings Held: 6	Total Meetings Could Attend	Total Meetings Attended	Apologies Received	%
Cllr Bailey	N/A	N/A	3	5	10	8	2	80%
Cllr Beckett*	N/A	2	N/A	4	9	6	3	67%
Cllr Biggin	N/A	3	4	6	14	13	1	93%
Cllr Dirir	N/A	N/A	2	2	10	4	6	40%
Cllr Flude	N/A	N/A	N/A	5	6	5	1	83%
Cllr Harris	N/A	N/A	4	6	10	10	0	100%
Cllr Johnson	2	2	N/A	4	12	8	4	67%
Cllr Jones*	N/A	N/A	N/A	5	5	5	0	100%
Cllr Mahon	2	N/A	N/A	6	8	8	0	100%
Cllr Marren	N/A	3	N/A	6	10	9	1	90%
Cllr Mercer	2	N/A	N/A	5	8	7	1	88%
Cllr Merry	1	N/A	N/A	5	8	6	2	75%
Cllr Mundry	1	N/A	N/A	5	8	6	2	75%
Cllr Nelson	2	N/A	N/A	6	8	8	0	100%
Cllr Parker	N/A	N/A	N/A	5	6	5	1	83%
Cllr Polhill	N/A	4	N/A	6	10	10	0	100%
Cllr Rudd	N/A	N/A	N/A	6	6	6	0	100%
Cllr Saunders	N/A	N/A	1	2	10	3	7	30%
Cllr Sherlock	2	N/A	4	6	12	12	0	100%
Cllr Simon	N/A	N/A	3	6	10	9	1	90%
Cllr Tarr	N/A	N/A	N/A	5	6	5	1	83%
Cllr Weatherill	N/A	N/A	N/A	6	6	6	0	100%
Cllr Wright	N/A	4	N/A	6	10	10	0	100%
Independent (non-elected) Members								
Aimee Ruddy**	N/A	1	2	N/A	3	3	0	N/A
Lesley Thomson	1	3	N/A	N/A	6	4	2	N/A

* Appointed to the Fire Authority in July 2018 (total number of meetings able to attend is less than actual meetings).

** 100% attendance but stepped down in October 2017.

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Attendance at Other Committees 2017-18

	Additional Meetings	Planning Days Attended (4 held)	Events Attended	Total of additional meetings/ events attended
Cllr Bailey	2	3	2	7
Cllr Beckett	3	4	6	13
Cllr Biggin	5	3	3	11
Cllr Dirir	0	2	2	4
Cllr Flude	12	4	18	34
Cllr Harris	4	4	3	11
Cllr Jones	3	4	11	18
Cllr Johnson	11	3	25	39
Cllr Mahon	3	4	12	19
Cllr Marren	3	3	10	16
Cllr Mercer	8	4	13	25
Cllr Merry	13	3	13	29
Cllr Mundry	2	4	4	10
Cllr Nelson	12	4	37	53
Cllr Parker	8	4	16	28
Cllr Polhill	3	3	5	11
Cllr Rudd	12	4	41	57
Cllr Saunders	4	1	1	6
Cllr Sherlock	8	4	14	26
Cllr Simon	6	3	3	12
Cllr Tarr	6	2	1	9
Cllr Weatherill	6	3	11	20
Cllr Wright	4	3	2	9

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: FURTHER INVOLVEMENT OF THE POLICE AND
CRIME COMMISSIONER FOR CHESHIRE IN
CHESHIRE FIRE AUTHORITY

Purpose of Report

1. To inform Members about forthcoming changes to legislation which will enable the Police and Crime Commissioner for Cheshire (Cheshire PCC) to be appointed as a member of the Fire Authority.

Recommended That:

- [1] the contents of the Report be noted.

Background

Outline of current legal position

2. The Policing and Crime Act 2017 enables PCCs to be represented on their local Fire and Rescue Authority, with voting rights, subject to the consent of the FRA. The Act only applies to county and metropolitan FRAs.
3. The Fire Authority is a combined fire authority, created by The Cheshire Fire Services (Combination Scheme) Order 1997 (the Combination Order) and the Cheshire PCC cannot currently be appointed as a member of the Fire Authority.
4. In February 2017 the Fire Authority approved a change to the Constitution which allowed the PCC to become involved in the Fire Authority by granting him the following rights:
 - To be provided with papers for all Authority meetings (including reports to be considered in private)
 - To be briefed appropriately before Authority meetings

- To attend Authority meetings (and remain during items being considered in private)
- To speak at Authority meetings

Outline of future legislation

5. Many of the 23 combined authorities across England, including this Authority, made a formal approach to the Home Office to seek a change to the legislation to place combined fire authorities on the same footing as county and metropolitan FRAs. Following a consultation exercise the Home Office has announced that it will bring forward legislation in the autumn which will extend this right to all PCCs.
6. This will enable the Fire Authority to appoint the Cheshire PCC as a member with voting rights if the PCC makes a formal request to do so and if the Fire Authority chooses to agree to the request.
7. It will be for the Fire Authority to decide whether to grant membership and in the interests of transparency it will be required to publish its decision.

Consultation Outcome

8. The document entitled 'Summary of consultation and next steps' is attached to this report as Appendix 1. The following matter is worthy of comment:
 - Political balance – the document states that this is an issue to be resolved locally. A PCC will be able to join a political group on an authority. A PCC will only have a single vote and be significantly outnumbered by Members appointed by the constituent authorities. However, the act of joining a political group could have a significant impact on an authority. For Cheshire the addition of the Cheshire PCC will mean that there is an even number of Members of the Fire Authority – which is usually avoided.

Next Steps

9. The Combination Order will need to be amended and this will be done by way of a statutory instrument. A draft statutory instrument will be sent to all fire authorities to amend their Combination Orders over the next few months and then laid before Parliament in the autumn. When the new Combination Order comes into force a further report will be presented to this committee once the intentions of the Cheshire PCC are known.

Financial Implications

10. The Authority's Members' Allowances Scheme does not extend to the Cheshire PCC. The Government is seeking views on the issue of members' allowances being available to PCCs. Currently, the expectation is that PCCs will not be entitled to claim allowances.

Legal Implications

11. The report sets out the legal position and proposed changes.

Equality & Diversity Implications

12. None.

Environmental Implications

13. None.

BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: APPOINTMENT OF FIRE AUTHORITY MEMBERS
BY CONSTITUENT AUTHORITIES

Purpose of Report

1. To provide Members with information in response to a question raised at the meeting of the Fire Authority on the 20th June 2018 about the ability of constituent authorities to appoint additional Members to act as reserves.

Recommended That:

[1] the contents of the Report be noted.

Background

2. The Fire Authority was created by The Cheshire Fire Services (Combination Scheme) Order 1997 (the Combination Scheme). Part III of the Combination Scheme contains the provisions concerned with how the Fire Authority is constituted. Appendix 1 to this report contains the relevant provisions from the Combination Scheme.

Information

3. At the Fire Authority meeting on 20th June 2018 a Member asked whether it was possible for constituent authorities to appoint additional members to take the place of Fire Authority Members if they were unable to fulfil their role: reserve Members.
4. The Combination Scheme does not contain an explicit provision that enables a constituent authority to appoint reserve Members. Therefore, it is necessary to consider the provisions in the Combination Scheme to establish whether such a power might be implied.
5. Paragraphs 11(2), 13, 14, 15 and 16 of the Combination Scheme are pertinent to the question. Members will see that these provisions are quite precise in the way that they describe the appointment and tenure of a Member of the Fire Authority. Paragraph 13 is probably the key provision: it requires

the constituent authorities to appoint 'for such period or periods as shall be determined' by them. Other paragraphs deal with reasons why a Member might be unable to fulfil the role.

6. Officers believe that the provisions in the Combination Scheme do not suggest an implied power to appoint reserve Members.

Financial Implications

7. None.

Legal Implications

8. The report summarises the governance arrangements that are applicable to the question raised.

Equality and Diversity Implications

9. None.

Environmental Implications

10. None.

BACKGROUND PAPERS: NONE

PART III CONSTITUTION OF COMBINED FIRE AUTHORITY

11.—(1) The Authority shall consist of not more than 25 members save that, where the minimum number of members of the Authority resulting from the operation of paragraph 12 would be greater than 25, the Authority shall consist of that number of members.

(2) Each member of the Authority shall be appointed by a constituent authority from its own members in accordance with this Part.

12. Each constituent authority shall, so far as is practicable, appoint such number of representatives to be members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors in each of the other constituent authorities' areas.

13. A member of the Authority shall come into office on the date of his appointment and shall, subject to paragraphs 14 to 16, hold office for such period or periods as shall be determined by the constituent authority which appoints him.

14. A member of the Authority may resign his membership by giving notice in writing to that effect to the officer of the Authority whose function it is to receive such notice.

15.—(1) A member of the Authority who ceases to be a member of the council which appointed him shall cease to be a member of the Authority.

(2) A person shall be disqualified from being a member of the Authority if he holds any paid office or employment (other than the office of chairman or vice-chairman), appointments to which are or may be made or confirmed by the Authority, by any committee or sub-committee of the Authority, or by a joint committee or board on which the Authority are represented.

16.—(1) Subject to sub-paragraph (2), if a member of the Authority resigns, becomes disqualified or otherwise ceases to be a member of the Authority before the expiry of his period of office, the council which appointed him shall appoint a representative to replace him, who shall come into office on the date of his appointment and, unless he resigns, becomes disqualified or otherwise ceases to be a member of the Authority, shall hold office for the remainder of the period for which his predecessor would have held office had he not resigned, become disqualified or otherwise ceased to be a member of the Authority.

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 4TH JULY 2018
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: EXCLUSION OF THE PRESS AND PUBLIC

Exclusion of the Press and Public

Recommended:

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

Item 10

Provision of additional information about Safecall referrals mentioned in the report at Item 4

Paragraph(s)

(2) Information which is likely to reveal the identity of an individual

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BACKGROUND DOCUMENTS: NONE

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