



**Wednesday,
13 November 2019
10.00 am**

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

Contact Officer:
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Cheshire Fire Authority

Notes for Members of the Public

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**MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE
WEDNESDAY, 13 NOVEMBER 2019**

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 - 6)

To confirm as a correct record the Minutes of the meeting of the Governance and Constitution Committee held on 3rd July 2019.

ITEMS REQUIRING DISCUSSION / DECISION

2 Members' Allowance Scheme

(Pages 7 - 14)

3 Review of Compliments and Complaints Procedure

(Pages 15 - 40)

4 Appointment Process for Independent Persons

(Pages 41 - 42)

5 Pension Board Terms of Reference

(Pages 43 - 58)

6 Process for Dealing with Recommendations from Constituent Authorities

(Pages 59 - 70)

7 Draft Collaboration Strategy

(Pages 71 - 102)

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MINUTES OF THE MEETING OF THE GOVERNANCE AND CONSTITUTION COMMITTEE held on Wednesday, 3 July 2019 at Lecture Theatre - Sadler Road, Cheshire at 10.00 am

PRESENT: Councillors Steven Wright (Chair), Rob Polhill, Steve Wright, Derek Barnett, Rachel Bailey, Mike Biggin, David Brown, Martyn Delaney and Nick Mannion, Rob Polhill and independent (non-elected) member Derek Barnett

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies for absence were received from independent (non-elected) member Lesley Thomson.

C Membership of Committee

The appointment of a Chair and membership of the Governance and Constitution Committee for 2019/20 was agreed by the Fire Authority at its annual meeting on 19th June 2019. Members were asked to note the membership, listed below:

Councillors:	Steve Wright – Chair
	Rob Polhill – Deputy Chair
	Rachel Bailey
	Mike Biggin
	David Brown
	Martyn Delaney
	Nick Mannion

Substitutes:	Michael Beanland
	David Edwardes
	Peter Wheeler

Independent (non-elected) Members:	Derek Barnett
	Lesley Thomson

D Responsibilities of Committee (and Sub-Committee)

The Director of Governance and Commissioning briefly explained to Members the responsibilities of the Governance and Constitution Committee.

E Declarations of Members' Interests

There were no declarations of Members' interests.

F Minutes of the Governance and Constitution Committee

The Director of Governance and Commissioning asked Members to consider two matters that arose from the previous meeting on Wednesday 10th April 2019. Members were asked to approve the amended Members' Code of Conduct and Procedure for Handling Complaints.

A Member queried how often the Members' Code of Conduct was reviewed. The Director of Governance and Commissioning stated that it was reviewed annually by the Governance and Constitution Committee.

Members accepted the changes made to both documents and agreed to recommend them for approval to the Fire Authority.

RESOLVED: That

- [1] the minutes of the Governance and Constitution Committee held on Wednesday 10th April 2019 be confirmed as a correct record;**
- [2] the changes made to the Members' Code of Conduct (Appendix 1) and the Procedure for Handling Complaints (Appendix 2) be accepted; and**
- [3] the Members' Code of Conduct be recommended for approval by the Fire Authority.**

2 COMPLIMENTS AND COMPLAINTS ANNUAL REPORT 2018-19

The Director of Governance and Commissioning introduced the report which provided information regarding compliments and complaints received about the Service during the period 1st April 2018 to 31st March 2019. He explained that the report was presented annually in this format.

The Director of Governance and Commissioning provided an overview of the comparison figures for the past five reporting periods which were contained within a table in the report. He explained that figures had fluctuated, however, there was no obvious trend or pattern. Compared to the previous year, the Service had been a slight increase in the number of informal complaints and compliments received. The number of formal complaints was the same.

A Member asked how the Service uses patterns or trends in the complaints report to improve service. The Director stated that if there were trends in specific areas, these would encourage and inform a review.

A Member asked how staff were rewarded for the compliments they had received. The Director explained that there were many platforms for staff to receive recognition such as the STAR awards, Chief's Commendations and Long Service

and Good Conduct awards. He reminded Members that the last staff survey highlighted that the recognition of staff needed improvement and that the Service Management Team had worked towards achieving this.

RESOLVED: That

[1] the information regarding compliments and complaints made during the period 1st April 2018 and 31st March 2019 be noted.

3 SUMMARY OF MEMBER ATTENDANCE 2018-19

The Director of Governance and Commissioning introduced the report which provided information about Member attendance for the last municipal year. Appendix 1 to the report summarised Member attendance at meetings of the Fire Authority and its three main committees: Estates and Property Committee, Governance and Constitution Committee and Performance and Overview Committee. Appendix 2 to the report contained details of the planning days and additional meetings attended, as well as conferences and events attended.

Members were asked to consider whether they wished to take any action in relation to the reported attendance statistics. Members discussed the statistics and noted that many of the Fire Authority Members from 2018-19 were no longer appointed to the Fire Authority for 2019-20. Members agreed that no action was necessary.

A Member requested that both first names and surnames of Fire Authority members be used in formal documentation to avoid confusion e.g. there were two Members who had the same surname this year. A Member also requested that in future versions of the document, the independent (non-elected) members' attendance at Member Planning Days be noted.

RESOLVED: That

[1] the summary of Member attendance at meetings of the Authority and its three main committees for 2018-19 be noted.

4 WHISTLEBLOWING ANNUAL REPORT 2018-19

The Director of Governance and Commissioning introduced the report which provided information about whistleblowing for 2018-19. The policy had been reviewed and no changes were required, apart from some amendments to the list of the names and contact details within and outside the Authority to whom concerns could be reported.

The Director informed Members that the Authority had not been contacted by Safecall since the last report to the Committee in 2018. He assured Members that this was likely to be as result of concerns being raised with managers and Safecall being considered a last resort.

A Member noted that processes were in place, however, he questioned whether staff felt comfortable reporting concerns. The Chair informed the group that

whistleblowing arrangements had been reviewed last year and that there were several channels of communication for staff to use. The Director suggested that Safecall could be featured in The Green to remind staff of the whistleblowing options.

RESOLVED: That

[1] the Whistleblowing Annual Report 2018-19 be noted.

5 DISPENSATIONS

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

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

The Director of Governance and Commissioning informed the Committee that the following new Members had requested that the dispensations be extended so that they could benefit from them:

Councillor Rachel Bailey	Councillor Gina Lewis
Councillor Michael Beanland	Councillor Nick Mannion
Councillor David Brown	Councillor James Nicholas
Councillor Razia Daniels	Councillor Terry O'Neill
Councillor Martyn Delaney	Councillor Jonathan Parry
Councillor David Edwardes	Councillor Peter Wheeler

RESOLVED: That

[1] the dispensations granted to Fire Authority Members on 5th October 2016 be extended to benefit the Councillors Rachel Bailey, Michael Beanland, David Brown, Razia Daniels, Martyn Delaney, David Edwardes, Gina Lewis, Nick Mannion, James Nicholas, Terry O'Neill, Jonathan Parry and Peter Wheeler, thereby allowing them to take part in debates and votes on the setting of the Council Tax precept and the approval of the Members' Allowance Scheme (and any changes and/or additions to it).

6 GIFTS AND HOSPITALITY GUIDANCE

The Director of Governance and Commissioning introduced the report that detailed the proposed changes to the Gifts and Hospitality Guidance. The Director reminded Members that there was a protocol in the Authority's Constitution concerned with gifts and hospitality.

At a workshop held on 14th November 2018, Members discussed the parameters of the new guidance. After the consultation, officers drafted new guidance to be followed by both Members and staff. The new guidance had been simplified and included a table and a form to be submitted to the Monitoring Officer.

Members noted the simplified version of the guidance and felt their discussion within the workshop was accurately captured. Members accepted the changes made to the document and were satisfied to recommend its adoption by the Fire Authority.

RESOLVED: That

- [1] the report be noted;**
- [2] the revised Gifts and Hospitality Guidance be recommend for adoption by the Fire Authority;**
- [3] the changes to the paragraph concerning gifts and hospitality in the Members' Code of Conduct be amended as shown in paragraph 11 of the report.**

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE : 13 NOVEMBER 2019
REPORT OF : DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: MEMBERS' ALLOWANCES SCHEME

Purpose of Report

1. To enable Members to: agree the revised Members' Allowances Scheme for 2020-21 and make a recommendation to the Fire Authority about the Scheme; and to agree the 2020 review methodology.

Recommended: That Members

- [1] Agree the revised Members' Allowances Scheme for 1st April 2020-31st March 2021 and recommend approval to the Fire Authority; and
- [2] Agree the review methodology mentioned in paragraph 9 of the report.

Background

The Law

2. The provisions governing Members' allowances are contained in the Local Authorities (Members' Allowances) (England) Regulations 2003 [the Regulations]. The Regulations do not apply to the Fire Authority in full.
3. Part 2 of the Regulations prescribes the allowances that may be paid and rules relating to such allowances. Part 3 of the Regulations sets out the requirements for members' allowances schemes, e.g. the potential to apply an index for annual adjustments to schemes (which can be relied upon for no longer than a period of four years). Part 4 of the Regulations is concerned with the role of the independent remuneration panel [IRP]. Local authorities (e.g. district, county and London boroughs) must have regard to recommendations of an IRP before they make or amend their scheme. A fire authority has a different obligation: it must have regard to the recommendations made by the IRPs of local authorities that appoint its Members (i.e. the constituent authorities). By virtue of this distinction it is clear that the Fire Authority is not required to have its own IRP.
4. The Members' Allowance Scheme must be approved each year by the Fire Authority.

The 2017 Review

5. The Members' Allowance Scheme was reviewed with the assistance of a member of Cheshire East's Independent Remuneration Panel in 2017. The Members' Allowance Scheme has been based on the outcome of that review for 2017-18, 2018-19 and 2019-20.

Information

6. The Members' Allowance Scheme is attached to this report as Appendix 1. The introduction to the Scheme has been changed to reflect the fact that the Authority does not operate an IRP and to describe the alternative arrangements for reviewing the scheme.
7. There have been no notifications from the constituent authorities of recommendations from their IRPs that the Authority would need to have had regard to in making its scheme. The members' allowance schemes of the constituent authorities have also been checked and they do not contain any elements that have an impact upon the Authority's scheme.

2020 Review

8. Given that the index that can be applied to a scheme can only be relied upon for four years, it is necessary to arrange for a review of the scheme during 2020.
9. It is proposed that the same methodology is used for the review of the scheme, i.e. we secure the assistance of a member of one of the IRPs of the constituent authorities. They can provide an independent view and challenge.

Financial Implications

10. The figures in the Members' Allowance Scheme for 2020-21 are identical to those that were approved by the Fire Authority in 2018 as the index was not applied last year.
11. An annual increase could be funded from the Authority's existing budget for Members' allowances.

Legal Implications

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

Equality and Diversity Implications

13. There are no equality and diversity implications.

Environmental Implications

14. There are no environmental implications.

**CONTACT: NAOMI THOMAS, CLEMONDS HEY, WINSFORD
TEL [01606] 868804**

BACKGROUND PAPERS: NONE.

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SECTION 9 – MEMBERS’ ALLOWANCE SCHEME

Introduction

- 9.1 Local authorities are required to introduce a scheme dealing with Member remuneration complying with the provisions contained in the Local Authorities (Members Allowances) (England) Regulations 2003 (and amendments thereto).
- 9.2 Local authorities must establish and maintain an Independent Remuneration Panel to make recommendations on their schemes. Whilst the Regulations do not require a fire authority to have its own Independent Remuneration Panel, it must have regard to the recommendations made by Panels of the local authorities that appoint its Members (i.e. the constituent authorities).
- 9.3 The amounts payable under the Regulations are for individual authorities to decide, taking into account local circumstances, ways of working and the make up of individual decision making arrangements.
- 9.4 Authorities determine the amount of each allowance within the scheme on an annual basis.
- 9.4 The Regulations enable authorities to make provision for the annual adjustment of allowances by reference to an index which may apply for no longer than four years. Cheshire Fire Authority undertakes a review of the scheme every four years with the assistance of a member of an Independent Remuneration Panel operated by a constituent authority.
- 9.5 Schemes must include a Basic Allowance payable to all Members of the Authority and payment of Special Responsibility Allowances. Travel and subsistence are discretionary. The current Scheme of Members’ Allowances is attached as **Appendix 1**.

BASIC AND SPECIAL RESPONSIBILITY ALLOWANCES

- 9.6 Each Member is paid a basic allowance which is the same for each Member. The allowance recognises the time commitment of all Members including attending meetings and working within their locality.
- 9.7. A special responsibility allowance is payable to those Members who have significant responsibilities e.g. the Chair and Deputy Chair of the Authority.

TRAVEL AND SUBSISTENCE

- 9.8. The Authority has made provision in its scheme for reimbursing Members for the cost of travel and subsistence in performing their duties. The allowances can only be claimed in respect of meetings and duties as prescribed in the Scheme.

FURTHER DETAILS

- 9.9. Further information on the Scheme can be obtained from the Governance and Corporate Planning Manager, Fire Service HQ, Winsford, Cheshire.

Members' Allowance Scheme 2020-21

Basic Allowance

- 1 Each Member of the Fire Authority shall receive a sum of **£4,160.27** (2020/21) per annum in the form of a Basic Allowance from 1st April 2020. Payment of this Allowance shall be monthly in arrears.

Special Responsibility Allowance

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

Office	2020/21 Entitlement £
Chair of the CFA	13,686.48
Deputy Chair of the CFA	6,844.29
Chair of Performance and Overview Committee	2,737.72
Chair of Governance and Constitution Committee	1,579.45
Chair of Estates and Property Committee	1,579.45
Business Continuity Leads (Group Spokespersons and Lead Members – Constituent Authorities)	1,052.97
Member Champions (includes Chair of Member Training & Development Group; and Risk Management Board Members)	526.48

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

Regional Appointments

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

Independent (non-elected) members

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

Independent Persons

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

Travel, Subsistence and Other Allowances

(a) Travel

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

(b) Subsistence

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

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

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

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

Hotel	£100
Hotel (London)	£120

(c) Dependants' Carers' Allowance

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

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

Annual Increase

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

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

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

CHESHIRE FIRE AUTHORITY: LIST OF APPROVED DUTIES

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

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

CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 13th NOVEMBER 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: REVIEW OF COMPLIMENTS AND COMPLAINTS PROCEDURE

Purpose of Report

1. To provide Members with details of the recent review of the Compliments and Complaints Procedure.

Recommended That:

- [1] the proposed changes to the Compliments and Complaints Procedure be approved.

Background

2. Since 2010 the Compliments and Complaints Procedure (the Procedure) has been reviewed on a regular basis to identify any further improvements. Officers last reviewed the Procedure in November 2017 and some small updates were made e.g. to accommodate compliments and complaints received through social media.

Information

3. The Procedure has recently been reviewed and a number of further minor amendments have been included (shown in red) in the version contained in Appendix 1 to this report.
4. The proposed changes are as follows:

Paragraph 2: The latest data protection legislation is referred to.

Paragraph 3: There was a role for an Independent Senior Investigating Officer at the second stage of the formal process. Officers are not convinced that this is necessary and believe that an internal review by a Principal Officer (i.e. the Chief Fire Officer or one of the Assistant Chief Fire Officers) is sufficient for this procedure. The matter can be externally reviewed by the Local Government Ombudsman if necessary. An explanation of the Principal Officer's role and responsibilities is now included.

Paragraph 6: Wording has been added to the initial stage of the Procedure to ensure that the complainant is informed at the start of the process where an exclusion applies so that the complaint can consider pursuing the issue under a different procedure, if one exists.

Paragraph 7: Clarification that an acknowledgment will be sent within 5 working days, rather than calendar days, and that the response to the complaint will be a written response.

Paragraph 14: The CFRS website has recently been updated with details of the procedure for handling complaints about a Member of the Authority and the link to this has been included for reference.

Appendix 4: The initial response letter has been updated to explain why we are collecting equality monitoring data.

Equality Monitoring Form: This has been reviewed and amended by the Data Protection Officer to comply with the Data Protection Act 2018.

Financial Implications

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

Legal Implications

11. Apart from the changes made in connection with the Data Protection Act 2018, there are no other legal implications arising from this report.

Equality & Diversity Implications

12. The information collected on the Equality Monitoring Form will be used for researching whether there are any trends in the complaints and compliments made about the Service and to monitor the equality of opportunity or the treatment of its customers.

Environmental Implications

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

BACKGROUND PAPERS: NONE

Appendix 1 – Amended Compliments and Complaints Procedure

1575 CORPORATE COMPLIMENTS AND COMPLAINTS PROCEDURE

The following procedure sets out the consistent approach taken by Cheshire Fire and Rescue Service to ensure that complaints are dealt with appropriately and that compliments are communicated to the appropriate departments.

OWNER	Democratic Services
LAST REVIEW	November 2019
REVIEW DUE DATE	November 2021
VERSION CONTROL/AMEND SCHEDULE	Version 5

CROSS REFERENCES –N/A

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PART 1 – POLICY SECTION

1. Policy Statement

Cheshire Fire and Rescue Service is committed to reducing preventable deaths and injuries arising from fires and other emergencies in Cheshire by seeking to work with the public and others through education, training, partnerships and research, whilst continuing to provide a risk assessed fire safety and rescue service. We aim to ensure that the community is satisfied with our service but there may be occasions when the service appears to be unsatisfactory.

Positive and negative feedback from customers in the form of compliments and complaints is essential in refining our services to meet their needs. It can highlight areas where services are failing to meet expectations and potentially where changes can deliver efficiencies for Cheshire Fire and Rescue Service.

Cheshire Fire and Rescue Service endeavours to ensure that good practice spreads across the service to innovate and develop through the positive and negative feedback that is received.

This document outlines the associated procedures for dealing with Corporate Compliments and Complaints.

2. Introduction and Scope

The Corporate Compliments and Complaints Procedure needs to adhere to legislative and statutory requirements of the Data Protection Act 2018 1998, Environmental Information Regulations 2004 and the Freedom of Information Act 2000. The procedure coordinates responses to external communication raised by the public in relation to services provided by Cheshire Fire and Rescue Service.

The Government's Audit and Inspection Framework requires Local Authorities to apply rigorous challenges to the services provided to the public ensuring continuous improvement is being attained. The Democratic Services Team monitors the compliments and complaints received and presents an annual report to the Authority's Governance and Constitution Committee.

The procedure outlines Cheshire Fire and Rescue Service's approach to ensuring that complaints are dealt with appropriately and that there is an opportunity to review services provided. It also ensures that compliments are relayed to the appropriate service areas to assist with continued service improvement.

The procedure provides clear guidelines for dealing with compliments and complaints.

3. Role and Responsibilities

The guidelines for compliments and complaints received directs all such correspondence to the Democratic Services Team.

Role	Responsibility
Complaints Co-Ordinator	Democratic Services are responsible for the day to day process of recording and coordinating all correspondence in accordance with the procedures and timelines detailed.
Investigating Officer (informal complaints)	Officers are responsible for investigating and responding to informal complaints relevant to their department, within Corporate deadlines detailed within the procedure.
Senior Investigating Officer (formal complaints)	Heads of Department are responsible for responding to formal Complaints within Corporate deadlines detailed within the procedure.
Review of Head of Department's response (formal complaints)	A Principal Officer is responsible for reviewing the matter and providing a written response.

PART 2 – PROCEDURE SECTION

4. Overview

Cheshire Fire and Rescue Service want to ensure that service users, be they individual residents or business owners, are provided with a fair, consistent and structured process to remedy any failures in the delivery of its service.

A log of all compliments and complaints is retained by Democratic Services. It is the responsibility of the person receiving the compliment or complaint to ensure it is forwarded to the Democratic Services Office. The details below provide guidance on how, upon receipt, they should be dealt with and the procedures that should be followed.

A judgement should be made upon initial receipt of a complaint as to whether it is dealt with informally or formally in the first instance. The following definitions should be taken into consideration:

Informal complaints include:

- Straight forward investigations
- Easy to provide brief response required
- No 'real' action required
- Not lengthy and involved

Formal complaints include:

- Complex, lengthy investigations
- Complainant specifies they want to make a formal complaint
- Complaint received in writing by completion of Complaints form or a letter

The majority of complaints received are dealt with as an informal complaint initially, and if not resolved satisfactorily are then logged as a formal complaint and the formal procedure followed.

5. Methods of contact to submit a compliment or complaint

A customer can contact Cheshire Fire and Rescue Service in a number of ways:

- In person by visiting one of the Fire Station premises, or Headquarters at Clemonds Hey, Oakmere Road , Winsford,CW7 2UA
- By telephone
- By email
- In writing to Democratic Services, Clemonds Hey, Oakmere Road,Winsford CW7 2UA

- Via the Service’s website www.cheshirefire.gov.uk and completing the online form
- Via the Service’s social media accounts (e.g. Facebook, Twitter etc.)

**6. Procedure 1 (attached as Appendix 1)
Informal complaints**

Upon receipt of a complaint, attempts should be made to deal with it at initial contact. Such complaints will follow an informal procedure and will be resolved by the officer contacted or their line manager for the relevant department to which the complaint refers. A response dealing with an informal complaint should be provided generally within 10 working days. Details of the complaint and copies of all correspondence should be sent to Democratic Services for recording purposes. Additionally, when appropriate, details of complaints are sent to the Corporate Communications Department, for their information, to enable any possible reputational issues to be managed. Where it has not been possible to deal with the complaint satisfactorily at initial contact, the formal complaints procedure should then be followed, as noted on page 7 (Procedure 2).

	Process / Action	Responsibility
1	Officer receives a complaint and forwards details to Democratic Services by emailing complaints@cheshirefire.gov.uk	Receiving Officer
2	Democratic Services log the details of the complaint on a central database and consider whether it can be investigated and whether any of the exclusions apply. If so provide an explanation to the complainant and advise on appropriate route to follow.	Democratic Services
3	When appropriate, Democratic Services sends details of the complaint to the Corporate Communications department, for information.	Democratic Services
4	Officer from the relevant department investigates the complaint and provides a response within 10 working days, sending a copy of the response to Democratic Services to be held centrally.	Investigating Officer
5	Democratic Services monitors to ensure the complaint is dealt with within the standard timeline and log a record of the response sent.	Democratic Services

6	Democratic Services close the record after 28 days, if no further response is received from the complainant.	Democratic Services
7	If a further dissatisfied response is received, this should be escalated to the next stage, and the formal complaints procedure followed (Procedure 2).	Democratic Services

7. Procedure 2 (attached as Appendix 2) Formal Complaints

The complainant should be advised that a formal complaint should be submitted either:

- in writing to the Service Headquarters,
- by completion of the Service's Compliments and Complaints form on the website, or
- if assistance is required completing the form, by calling Democratic Services on 01606 868304.

	Process / Action	Responsibility
1	Officer receives a formal complaint and forwards details to Democratic Services by emailing complaints@cheshirefire.gov.uk	Receiving Officer
2	Democratic Services log details of the complaint on a central database, and an acknowledgement email/letter is forwarded within 5 working days (Appendix 4). Consider whether it can be investigated and whether any of the exclusions apply and if so, provide an explanation to the complainant and advise on appropriate route to follow.	Democratic Services
3	Democratic Services forwards the complaint to the relevant Head of Department to provide a written response within 28 days of the date of the acknowledgement and monitors to ensure a response is sent.	Democratic Services
4	When appropriate, Democratic Services sends details of the complaint to the Corporate Communications department, for information.	Democratic Services
5	The relevant Head of Department to which the complaint refers, investigates and provides a detailed written response to the complaint within the standard timeline.	Head of Department

6	If the standard timeline can't be met, the complainant is notified by email/letter of the delay and the reason. (Appendix 5)	Head of Department / Democratic Services
7	Democratic Services receive a copy of the detailed response and add to the central record.	Democratic Services
8	Democratic Services close the record after 28 days, if no further response is received from the complainant.	Democratic Services
9	If a further response is received regarding the same matter, the complaint is escalated to the appropriate Principal Officer. and/or Independent Senior Investigating Officer.	Head of Department /Democratic Services
10	Further response logged by Democratic Services and an acknowledgement email/letter sent to the complainant within 5 days.	Democratic Services
11	Principal Officer and/or Independent Senior Investigating Officer to provide a further detailed to review the matter and provide a written response within 28 days of the date of the acknowledgement email/letter.	Principal Officer/ Independent Senior Investigating Officer
12	Democratic Services to monitor to ensure a response is sent and a copy is added to the central record.	Democratic Services
13	Democratic Services close the record after 28 days, if no further response received from the complainant (see Appendix 2 for process map).	Democratic Services
14	If a further response is received regarding the same matter, any further action is taken through the independent Local Government Ombudsman.	Local Government Ombudsman

**8. Procedure 3 (attached as Appendix 3)
Compliments**

	Process / Action	Responsibility
1	Officer receives compliment and provides acknowledgement if appropriate, forwarding all details to Democratic Services by emailing complaints@cheshirefire.gov.uk OR	Officer /Democratic Services

	Compliment received by Democratic Services, who will send out an acknowledgement email/letter if appropriate (Appendix 6), and the compliment is forwarded to the relevant department.	
2	Democratic Services log details of the compliment on a central database.	Democratic Services
3	Democratic Services close the record and no further action is required.	Democratic Services

9. Template Documents

To provide consistency when responding to external communications raised by the public, standard templates have been developed. The standard templates are as follows:

- an initial response email/letter for formal complaints advising the complainant of the process and when they should expect to hear following an investigation into the matter including an Equality Monitoring Form for completion (Appendix 4);
- a response to send to the complainant if the investigation has been delayed and a detailed response cannot be provided within the original time scale (Appendix 5); and
- Response for compliments received (Appendix 6).

10. Recording of Data, Monitoring and Performance Reporting

As part of the Authority's existing Governance and Constitution Committee Terms of Reference compliments and complaints received are reported to the Committee annually. The recording of the information on the central database will give the ability to provide the Governance and Constitution Committee and the Service a more in-depth analysis of:

- the number of compliments and complaints received through the year;
- the number of complaints resolved at initial contact; and
- the types of compliments and complaints received.

All compliments and complaints are registered with Democratic Services where they are kept on a database. A unique reference number will be allocated to each entry.

Case files for all complaints are retained electronically by Democratic Services for monitoring purposes, it is therefore essential that copies of all

correspondence are submitted. Hard copies of case files are created for formal complaints only.

Additionally, when appropriate, details of complaints recorded by Democratic Services are sent to the Corporate Communications Department, for monitoring purposes, to enable any possible reputational issues that may occur to be managed.

11. Dealing with Persistent Complainants

Cheshire Fire and Rescue Service endeavour to deal fairly, honestly and properly with persistent complainants while ensuring that other service users, officers or the Service as a whole does not suffer any detriment and that the resources of the Service are used as effectively as possible.

A persistent complainant may have a genuine grievance, but take inappropriate steps to seek redress. A persistent complainant is a member of the public who complains about issues the complainant considers are within the remit of the Service and whose behaviour is characterised by:

- a) actions which are obsessive, persistent, harassing, prolific, repetitious and/or
- b) insistence upon unreasonably pursuing unmeritorious complaints and/or unrealistic outcomes, or
- c) insistence upon pursuing meritorious complaints in an unreasonable manner.

The danger is that their complaint, even if meritorious, is treated without a significant degree of seriousness and consideration, which compounds their complaint and leads to criticism of the Service.

A persistent complainant may use the complaints procedure excessively either at step two or at a higher level. Firstly it should be considered whether a dissatisfied complainant has raised legitimate concerns:

- a) has the complaint been investigated properly?
- b) was any decision reached the right one?
- c) have communications with the complainant been satisfactory?
- d) is the complainant now providing any significant new information that might affect the Service's view of the complaint.

Action

The actions that Cheshire Fire and Rescue Service will take in dealing with unreasonably persistent complainants will be appropriate to the nature and frequency of the complainant's contacts. The following is a list of possible options that the Service may consider if a person is deemed to be an unreasonably persistent complainant.

- a) Limiting the complainant to one form of contact e.g. telephone, letter, email and/or requiring the complainant to communicate only with one named member of staff
- b) Refusing to register and process further complaints about the same matter
- c) Where a decision on the complaint has been settled. Informing the complainant that future correspondence on the same matter will be read and filed and will not be acknowledged or sent a response.

If a decision is taken to apply an action from the above, the Service will write to inform the complainant.

The fact that a complainant has been deemed an unreasonably persistent complainant, details of any restrictions imposed on that complainant, will be recorded and notified to the Monitoring Officer and Principal Officers. Personal information about the complaint will not normally be included in such a notification.

12. Monitoring and Recording of Persistent Complaints

A central register of persistent complaints will be retained by Democratic Services. Such complaints will be monitored and a report presented annually to the Authority's Governance and Constitution Committee in line with the Service's Compliments and Complaints reporting procedure.

13. Persistent Complaints and Links to Other Policies

This procedure should be used in conjunction with other Cheshire Fire and Rescue Service policies and procedures aimed at protecting officers and the Service. Attention should also be paid to the Service's obligations under the Human Rights Act 1998 to ensure that it is within its right to take any action with regard to a persistent complainant.

14. Exclusions

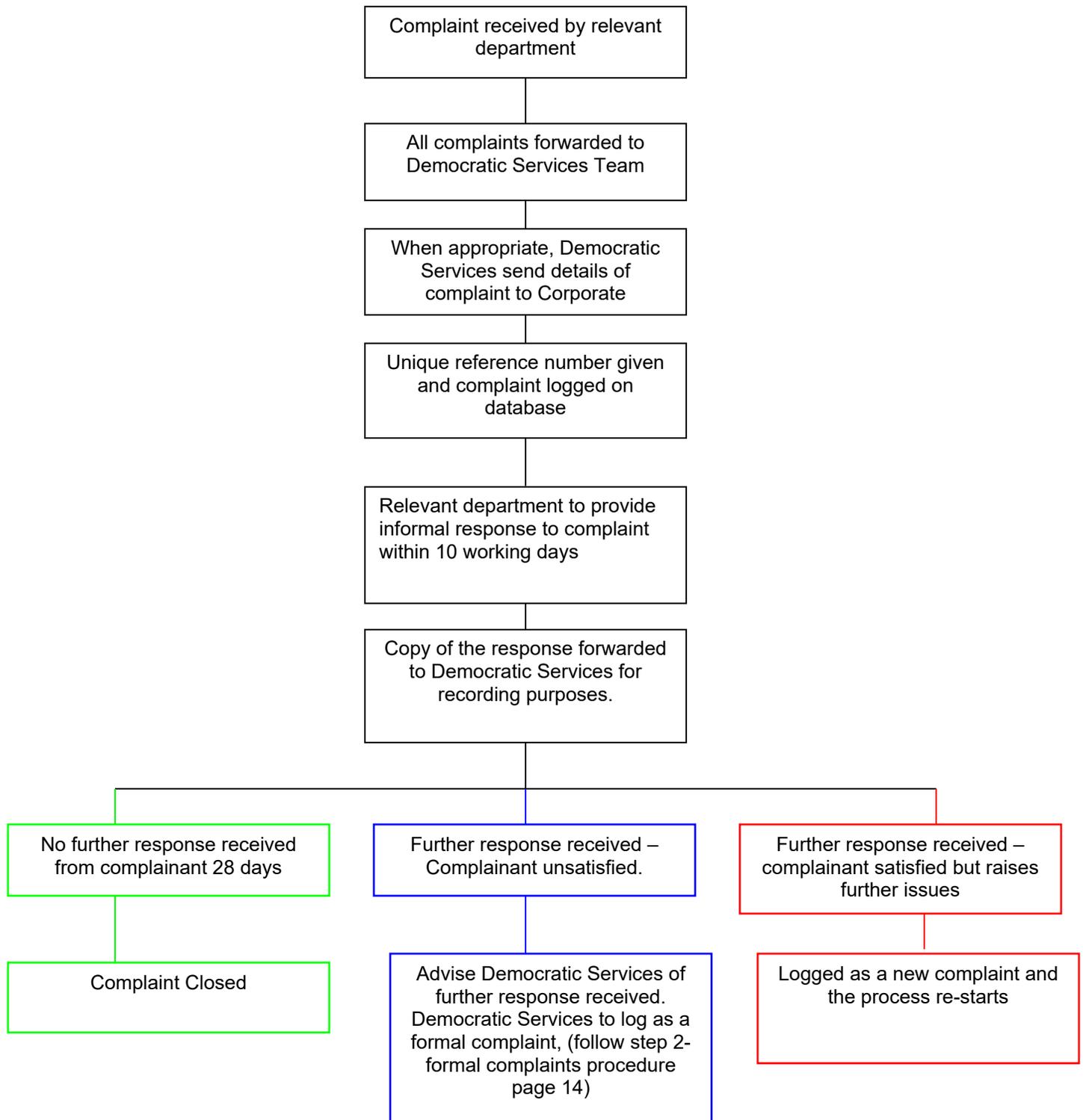
Although this procedure covers complaints relating to the majority of services provided by, or on behalf of, Cheshire Fire and Rescue Service it does not cover the following situations, which are covered by other policies and procedures. Democratic Services should consider these exclusions before initiating the Corporate Complaints procedure:

- A complaint where the complainant or Fire Service has started legal proceedings or there is a right of redress in law and where it is reasonable to have expected the complainant to have pursued that course of action

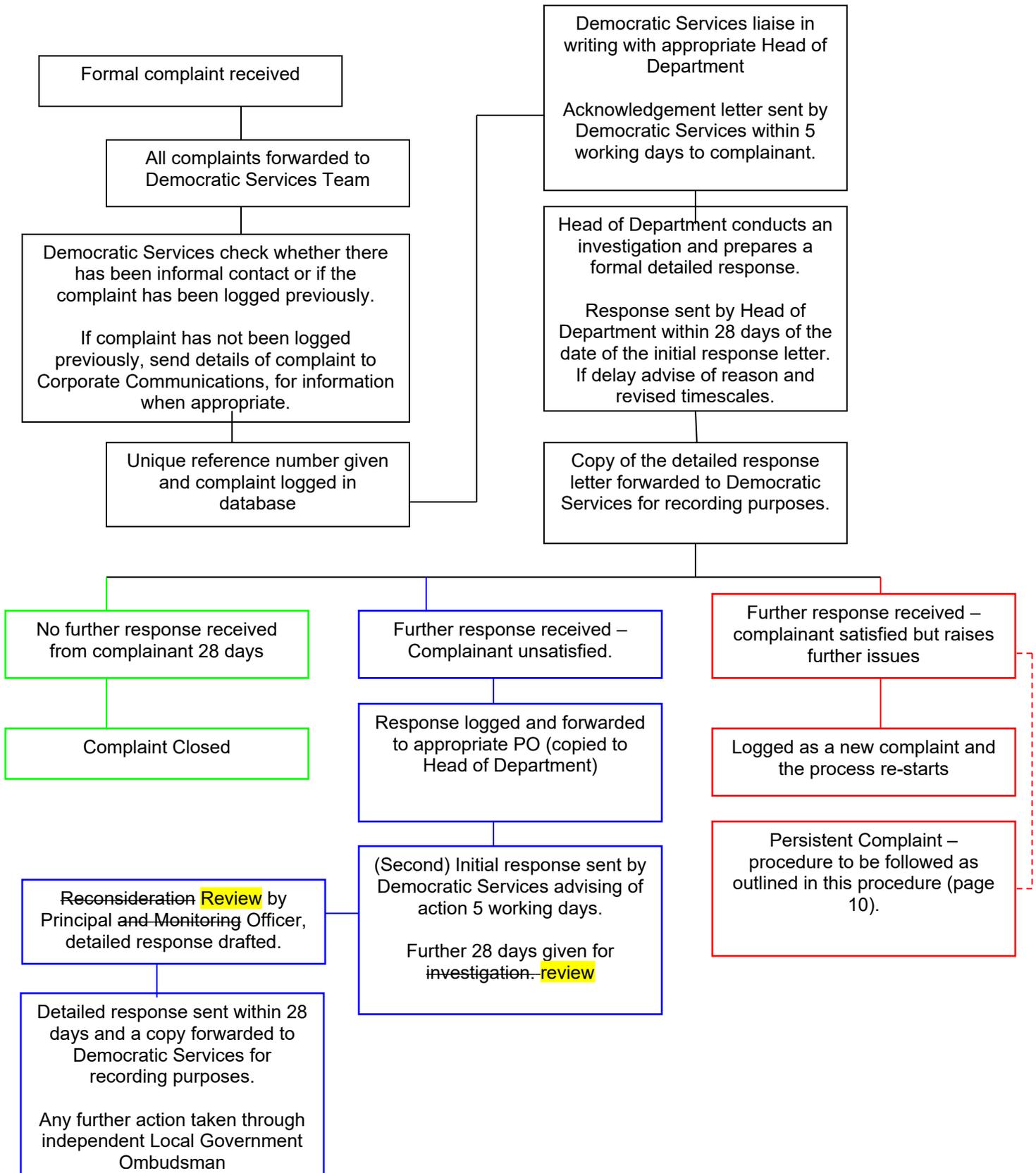
- Complaints about the conduct of a Member of Cheshire Fire Authority. Details of the procedure for handling this type of complaint can be found on our website at ...
- Complaints covered by statutory appeals processes
- Complaints about personnel matters, including the recruitment process, disciplinary and grievances issues
- Complaints made by staff under the Whistleblowing Policy
- Complaints regarding insurance claims
- Allegations of criminal behaviour or financial impropriety. In these situations, it is appropriate to hold the internal investigation of any aspect of the complaint relating to the allegation of criminal behaviour or financial impropriety pending the outcome of the police investigation. A crime number should be requested from the complainant and it is their responsibility to inform us when the police investigation is complete so that the internal investigation can recommence.
- Freedom of information and the handling of data protection requests

Upon receipt of a complaint which for any reason cannot be considered under the Service's Complaints procedure, Democratic Services will provide an explanation to the complainant and advise on the appropriate route to follow.

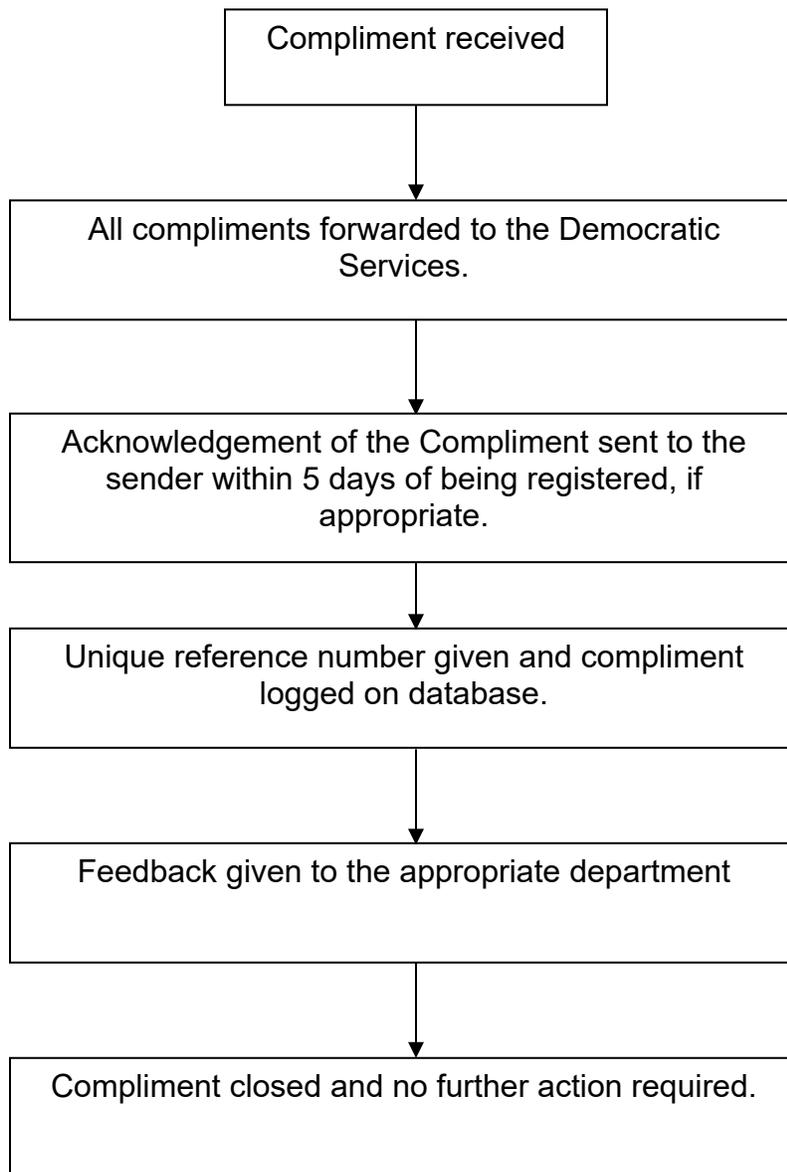
APPENDIX 1
STEP 1: INFORMAL COMPLAINTS PROCEDURE



**APPENDIX 2
STEP 2: FORMAL COMPLAINTS PROCEDURE**



**APPENDIX 3
PROCEDURE FOR DEALING WITH COMPLIMENTS:**



**APPENDIX 4
TEMPLATE INITIAL RESPONSE FOR FORMAL COMPLAINTS**

(To be amended as necessary)

(insert address of the complainant)

(date)

Complaint **(insert number)**

Governance Officer

Email address

Dear **(insert name)**,

Re: Complaint No. (insert number) – (insert address)

I am writing to acknowledge receipt of your completed complaint **(email/form/letter)** in respect of **(provide summary of the complaint)**

Your complaint has been forwarded to the **Director/Head of (insert department), (insert name of HOD)**. Your complaint will be investigated and a detailed written response of the findings forwarded to you within **the next** 28 days.

If you would like to provide us with any further information during this time or would like to ask any questions about the complaints process please do not hesitate to contact Democratic Services on 01606 868304.

Cheshire Fire and Rescue Service are trying to make sure that we are not inadvertently discriminating against any sections of the local community **when delivering our services or when dealing with complaints/concerns that they may have**. I would be grateful if you could complete the attached equality monitoring form and return it in the pre paid envelope provided.

Yours sincerely,

Governance Officer

EQUALITY MONITORING
FORM



The information you provide on this form will be kept confidentially and secure.

Cheshire Fire and Rescue Service is keen to ensure that all residents within Cheshire, Halton and Warrington receive an appropriate level of customer service.

The information collected within this monitoring form will be anonymous and used purely for our legitimate interests to research whether there are any trends in the complaints / compliments made about our services and monitor the equality of opportunity or treatment of our customers , for example, are more complaints received from people over the age of 65. It will not be used to identify individuals. Where a trend is identified with regards to complaints the Service will take steps to ensure that this does not happen again.

The information you provide will be protected and handled under the Data Protection Act 2018 and used only as we have stated above. We will only retain this information for as long as we need it, which is currently 4 years. Our website provides further information about how we use personal information and how to contact the data protection officer: www.cheshirefire.gov.uk/about-us/key-documents/data-protection. You can also complain to the ICO: www.ico.org.uk

If you have any questions about this form you can contact: equalities@cheshirefire.gov.uk

Please X the appropriate boxes

Gender	
<input type="checkbox"/>	<input type="checkbox"/>
Male	Female

Ethnic Origin	
I would describe my ethnic origin as:	
White	<input type="checkbox"/>
British	<input type="checkbox"/>
Irish	
<input type="checkbox"/>	Any other white background

Please specify

.....

Gypsy and Traveller

Romany/Roma Gypsy

Irish Traveller

Other

Please specify

.....

Mixed

White & Black Caribbean

White & Asian

White and Black African

Any other mixed background

Please specify

.....

Asian or Asian British

Indian

Pakistani

Bangladeshi

Any other Asian background

Please specify

.....

Black or Black British

Caribbean

African

Any other Black background

Please specify

.....

Chinese or other ethnic

Chinese

group

Any other ethnic group

Please specify

.....

Disability

Do you consider yourself to be disabled?

Yes

No

Age

16 - 21

51 - 60

22 - 30

61 - 65

31 - 40

Above 65 years

41 - 50

**APPENDIX 5
TEMPLATE RESPONSE – DELAY IN PROVIDING A DETAILED RESPONSE TO
THE COMPLAINANT**

(To be amended as necessary)

(insert address)

(date)

Complaint **(insert number)**

Governance Officer

Email address

Dear **(insert name)**,

Re: Complaint No. (insert number) – (insert address)

Further to our letter dated **(Insert date of initial response letter)** I would like to advise that the investigation into your complaint is still underway and a detailed response will not be complete for the date originally specified.

I would like to apologise for the delay however we would like to ensure that a thorough investigation is conducted to ensure that the matter is resolved accurately.

The Officer investigating the matter has advised that there will be a delay of **(note the timescale/days)**. If you have any further question with regards to the complaints process or delay please do hesitate to contact Democratic Services on 01606 868304.

Yours sincerely,

Governance Officer

**APPENDIX 6
TEMPLATE RESPONSE FOR COMPLIMENTS RECEIVED**

(To be amended as necessary)

(insert address)

(date)

Compliment **(insert number)**

Governance Officer

Email address

Dear **(insert name)**,

Re: Compliment

Thank you for your recent correspondence giving thanks to the Service following **(insert detail)**. The Service appreciates the positive feedback.

A copy of your letter of thanks has been forwarded to the relevant department.

Yours sincerely,

Governance Officer

PART 3 – GUIDANCE SECTION

15. Steps for Dealing with a Complaint

(External – Published Guidance for Service Users)

Compliments

Cheshire Fire and Rescue Service welcomes positive feedback. We want to learn from your experiences of using the service. If you compliment us on doing something well we can ensure that the good practice spreads across the service.

Complaints

Cheshire Fire and Rescue Service aim to provide a high quality service to all our customers, but if you are unhappy with the service that you have received, please let us know.

Step One: We aim to ensure your complaint is resolved at initial contact. You can make your complaint in person to any Fire Service Premises, by telephone, by email, on the Services website or in writing to Cheshire Fire and Rescue Service. You should receive a response within 10 working days.

Step Two: If the initial contact was not resolved satisfactorily you can make a formal complaint by writing to Democratic Services, Cheshire Fire and Rescue Service, Clemonds Hey, Oakmere Road, Winsford, Cheshire, CW7 2UA, by using the Compliments and Complaints form or via the Cheshire Fire and Rescue Service website. If you require assistance with completing the form you can call Democratic Services on 01606 868304.

When received, an acknowledgement of your complaint will be sent to you within **5 working** days, notifying you of:

- What we understand your complaint to be;
- How we are dealing with your complaint;
- How long this will take; and
- Who will be dealing with your complaint.

You will receive a response to your complaint within 28 days. If there is a delay and we are unable to respond within this timeframe, we will write to you notifying you of the delay and a reason.

Step Three: If you are still dissatisfied with the response you have received, please notify us within 28 days. Your complaint will be referred to a **Principal Officer** ~~Senior Officer/Monitoring Officer~~ who will conduct an independent

assessment **a review**. We will inform you of the outcome within 28 days or advise you of any delay.

Step Four: If you are still unsatisfied with the response you are entitled to send your complaint to the Local Government Ombudsman.

The Contact details for the Local Government Ombudsman are:

Tel: 0300 061 0614

Website: <https://www.lgo.org.uk/contact-us>

If you'd like to make a complaint by post please call them on the number above and they will provide further contact details for you.

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 13 NOVEMBER 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: APPOINTMENT PROCESS FOR INDEPENDENT PERSONS

Purpose of Report

1. To allow Members to determine how they wish to proceed with the appointment process.

Recommended: That Members;

- [1] decide how they wish to proceed with the appointment process.

Background

2. The Localism Act 2011 requires the Fire Authority to “have in place (a) arrangements under which allegations can be investigated, and (b) arrangements under which decisions on allegations can be made.” The arrangements must include the appointment of at least one Independent Person.
3. Section 28 (7) of the Localism Act 2011 sets out how Independent Persons are to be engaged as part of the arrangements referred to above, i.e.
 - "a) whose views are to be sought, and taken into account, by the authority before it makes its decision on an allegation that it has decided to investigate, and
 - b) whose views may be sought—
 - (i) by the authority in relation to an allegation in circumstances not within paragraph (a),
 - (ii) by a member, or co-opted member, of the authority if that person’s behaviour is the subject of an allegation. ...”

Information

4. A recruitment pack was approved by this Committee and an advert placed. The closing date for appointments is noon the day before the Committee is due to meet. The intention is to appoint two Independent Persons.

5. Members will be provided with information about the applications that have been received and will be asked to decide how they wish to proceed with the appointment process.

Financial Implications

6. The Independent Person does not receive a salary. However, they do receive a payment of £35 per meeting attended and re-imbursment of expenses incurred.

Legal Implications

7. It is a statutory requirement of the Localism Act 2011 to have arrangements to handle allegations made against members of the Fire Authority which must involve an Independent Person.

Equality and Diversity Implications

8. The application process ensures there is an equal opportunity for all candidates.

Environmental Implications

9. There are no direct environmental implications.

**CONTACT: NAOMI THOMAS, GOVERNANCE AND CORPORATE PLANNING
MANAGER
TEL [01606] 868804
BACKGROUND PAPERS: NONE**

CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE : 13 NOVEMBER 2019
REPORT OF : DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: PENSION BOARD TERMS OF REFERENCE

Purpose of Report

1. To enable Members to consider the updated terms of reference for local pension boards recently provided by the Firefighters' Pension Scheme Advisory Board and to determine whether any of these changes should be adopted and included in the terms of reference for the Pension Board of this Authority.

Recommended: That Members

- [1] consider the report and decide whether any changes to the terms of reference of the Pension Board are necessary.

Background

2. In April 2015, the Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015 came into force requiring fire authorities to establish local pension boards. The role of the Pension Board is to assist scheme managers in securing compliance with the pension regulations and ensuring the effective governance and administration of the Firefighters' Pension Schemes.
3. The Fire Authority is the scheme manager and has delegated this function to the Director of Transformation.
4. The Fire Authority adopted the nationally recommended standard terms of reference for pension boards in February 2015.
5. This year, the Firefighters' Pension Scheme Advisory Board has updated the draft terms of reference for local pension boards, following a review and the recommendations in the Pension Regulator Governance and Administration survey.
6. Members are invited to review the existing terms of reference in light of the updated version and consider whether any changes are now appropriate.

Information

7. The current terms of reference are attached as Appendix 1 to this report.
8. In summary, this Authority's Pension Board is comprised of two employer representatives (one elected Member and an Assistant Chief Fire Officer)

and two scheme member representatives (one from the Fire Brigades Union and one from the Fire Officers Association). All were nominated for appointment and hold office for an indefinite term. The elected Member is the Chair and the Board meets approximately twice a year.

9. The updated terms of reference are attached as Appendix 2 to this report (the highlighting is part of the draft that has been supplied). They are more detailed than the original terms of reference. They are not compulsory and in some parts they provide a number of alternatives for authorities to consider. They can be adopted in whole or in part.
10. The following paragraphs are intended to cover the key questions that Members should consider (the Director of Transformation has reviewed the document and her observations are shown in red):
 - a) **Should substitute members be permitted?** Not currently permitted, mainly due to the time required to train and gain a knowledge of the firefighter pension scheme rules. None of the other four North West fire authorities permit substitutes. **The Director of Transformation does not believe substitute members should be permissible due to the complexity of the pension rules and knowledge requirements.**
 - b) **Member representatives can be scheme members or “have experience of representing pension schemes in a similar capacity”.** We only have firefighter pension scheme members on the board due to the unique nature of the firefighter pension schemes. **The Director of Transformation considers that members of the pension scheme are best placed to be on the Board because of their knowledge of the scheme and having representatives from both the FBU and FOA provides a good balance and is representative of the workforce.**
 - c) **Employer representatives shall be office holders or senior employees.** We have one elected Member and an Assistant Chief Fire Officer. In Lancashire two senior officers are on the Board, in Merseyside one elected Member and two officers. **The Director of Transformation sees no reason to change the current arrangements. Having an elected Member provides a level of scrutiny and the senior officer provides knowledge and experience.**
 - d) **Appointment of Chair: three options are given: An independent chair; Board appointed chair; and a fire authority appointed chair.** The elected Member is the chair of our Pension Board. Across the region, others appoint annually and rotate between the employer and member representative. **The Director of Transformation believes that the current arrangements are working well and that there is no reason to make any change.**
 - e) **Term of office: shall be longer than 12 months up to a maximum and it is for each fire authority to decide on the length of the term.** We have an indefinite term of office, as have Lancashire. Greater Manchester and Cumbria both have a four year fixed term. **The Director of Transformation believes that an**

indefinite term of office provides stability for the board. There is no reason to have a fixed term of office, particularly since it takes time to gain the necessary knowledge and experience to make a meaningful contribution.

- f) **Meetings: quarterly meetings are recommended good practice.** Our Pension Board is 'expected' to meet approximately four times per year, although in practice meets for three meetings a year, including a training day. Across the region meetings are held twice a year. **The Director of Transformation is satisfied that the number of meetings is adequate.**

11. This report and the views of this Committee on these issues will be shared with members of the Pension Board at the meeting on the 20th November 2019 and the Board will be given the opportunity to contribute before the Fire Authority considers changes to the terms of reference.

Financial Implications

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

Legal Implications

13. The Fire Authority is legally required to have a local pension board to assist the scheme manager in securing compliance with the Firefighter Pension Scheme Regulations and to ensure the effective governance and administration of the various schemes.

Equality and Diversity Implications

14. There are no equality and diversity implications.

Environmental Implications

15. There are no environmental implications.

**CONTACT: NAOMI THOMAS, CLEMONDS HEY, WINSFORD
TEL [01606] 868804**

BACKGROUND PAPERS: NONE.

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PENSION BOARD – FIREFIGHTERS’ PENSION SCHEMES

TERMS OF REFERENCE AND ASSOCIATED RULES

Responsibilities

The Pension Board will assist the Scheme Manager (the Fire Authority) to:

- (a) Secure compliance with:-
 - (i) The Firefighters’ Pension Scheme (England) Regulations 2014 – which create the Firefighters’ Pension Scheme 2015 (the 2015 Scheme)
 - (ii) Any other legislation relating to the governance and administration of the 2015 Scheme and any connected scheme, and
 - (iii) Any requirements imposed by the Pensions Regulator in relation to the 2015 Scheme and any connected scheme; and
- (b) Ensure the effective and efficient governance and administration of the 2015 Scheme and any connected scheme.

Membership of the Board

Pension Member representatives

1. Two pension member representatives shall be appointed to the Board.
2. Pension member representatives shall be members of the scheme administered by Cheshire Fire Authority.
3. Pension member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

Employer representatives

4. Two employer representatives shall be appointed to the Board.
5. One Member of the Fire Authority will be appointed to act as an employer representative together with an officer of the Authority.
6. Employer representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

Appointment of Chair

7. The Fire Authority Member appointed to the Board as an employer representative will act as Chair to the Board.
8. If the Chair is unable to attend a meeting of the Board the other employer representative will act as chair at that meeting.

9. The Chair of the Board shall :
 - i. ensure the Board fulfils it's responsibilities as set out in these Terms of Reference
 - ii. ensure that meetings are productive and effective and that opportunity is given for the views of all Board members to be expressed and considered and
 - iii. Seek to reach consensus and ensure that decisions are properly put to a vote when consensus cannot be reached.

Conflicts of Interest

10. All members of the Board must declare to Cheshire Fire Authority on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board.
11. On appointments to the Board and following any subsequent declaration of potential conflict Cheshire Fire Authority shall ensure that any potential conflict is effectively managed in line with both the internal procedures of Cheshire Fire Authority and the requirements of the Pensions Regulators Codes of Practice on conflict of interest for Board members.

Capacity (including Training)

12. Board members must have the capacity to devote sufficient time and energy to this role. In particular Board members shall attend and participate in training.

Board Administration

13. Meetings will be arranged by the Democratic Services team, who will issue agendas and supporting papers at least seven working days in advance of meetings.
14. The Democratic Service team will also be responsible for taking minutes of the meetings.

Term of Office

15. Members of the Board will be appointed for an indefinite term.
16. Board membership may be terminated prior to the end of the term of office due to:
 - i. A member representative appointed on the basis of their membership of the scheme no longer being a member of the scheme or an employee of Cheshire Fire Authority.

- ii. An employer representative no longer holding office or employment with, or being a Member of, Cheshire Fire Authority.
- iii. The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.

Meetings

- 17. The Board is expected to meet approximately four times per year.
- 18. The Chair of the Board may call additional meetings.

Quorum

- 19. A meeting is only quorate when at least one pension member representative and one employer representative is present.

Voting

- 20. Each member of the Board will have one vote.
- 21. Where an equal number of votes are cast the Chair (or in his or her absence the chair of the meeting) will have a casting vote.

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**PENSION BOARD OF [INSERT FIRE AND RESCUE AUTHORITY]
TERMS OF REFERENCE**

Name

1. The name of the Board is “Local Pension Board” (“the Board”) and is established by [INSERT FIRE AND RESCUE AUTHORITY] (“the Authority”) as the Scheme Manager under the provisions of the Public Sector Pensions Act 2013 and The Firefighters’ Pension Scheme (Amendment)(Governance) Regulations 2015.
2. The Board shall be in place from [INSERT DATE].

Statement of purpose

3. The purpose of the Board is to assist [INSERT FIRE AND RESCUE AUTHORITY] in its role as a scheme manager of the Firefighters’ Pension Scheme. Such assistance is to:
 - (a) secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and’;
 - (b) ensure the effective and efficient governance and administration of the Scheme.

Duties of the Board

4. The Board should at all times act in a reasonable manner in the conduct of its purpose. In support of this duty Board members:
 - (a) should act always in the interests of the scheme and not seek to promote the interests of any stakeholder group above another.
 - (b) should be subject to and abide by the [INSERT FIRE AND RESCUE AUTHORITY] code of conduct for members.

Membership

5. The Board will comprise an equal number of employer and member representatives with a minimum requirement of no less than four in total.
6. Substitute members [will/ will not] be permitted.
7. Each Board member shall endeavour to attend all Board meetings during the year.

Member representatives

8. [INSERT NUMBER] member representatives shall be appointed to the Board.
9. Member representatives shall either be members of the scheme administered by [INSERT FIRE AND RESCUE AUTHORITY] or have experience of representing pension scheme members in a similar capacity.
10. Member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

Employer representatives

8. [INSERT NUMBER] employer representatives shall be appointed to the Board
9. Employer representatives shall be office holders or senior employees of [INSERT FIRE AND RESCUE AUTHORITY] or have experience of representing scheme employers in a similar capacity. Office holders or employees of [INSERT FIRE AND RESCUE AUTHORITY] with delegated responsibility for discharging the scheme manager function of [INSERT FIRE AND RESCUE AUTHORITY] may not serve as employer representatives.
10. Employer representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.
12. Employer representatives shall be appointed by [INSERT FIRE AND RESCUE AUTHORITY] in a manner which it considers best promotes the purpose of the Board.

Other members

13. [INSERT NUMBER TO BE NO GREATER THAN THE COMBINED NUMBER OF EMPLOYER AND MEMBER REPRESENTATIVES] other members shall be appointed to the Board by [INSERT FIRE AND RESCUE AUTHORITY OR THE BOARD]
14. Other members [shall/ shall not] be ex-officio members.
15. Any appointments of other members shall have regard to the best interests of the purpose of the Board.

Appointment of chair

16. [INSERT FIRE AND RESCUE AUTHORITY] shall appoint a[n]
(delete as appropriate):

Option 1 Independent chair

Option 2 Board appointed chair

Option 3 [INSERT FIRE AND RESCUE AUTHORITY] appointed chair

17. The duties of the chair should be in accordance with the duties of a chair within [INSERT FIRE AND RESCUE AUTHORITY].

Notification of appointments

18. On appointment to the Board [INSERT FIRE AND RESCUE AUTHORITY] shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

Conflicts of interest

19. All members of the Board must declare to [INSERT FIRE AND RESCUE AUTHORITY] on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board.
20. On appointments to the Board and following any subsequent declaration of potential conflict [INSERT FIRE AND RESCUE AUTHORITY] shall ensure that any potential conflict is effectively managed in line with both the internal procedures of [INSERT FIRE AND RESCUE AUTHORITY] and the requirements of the Pensions Regulator's codes of practice on conflict of interest for Board members.

Knowledge and understanding (including Training)

21. Knowledge and understanding must be considered in light of the role of the Board to assist [INSERT FIRE AND RESCUE AUTHORITY] in line with the requirements outlined in section 2 above. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.
22. Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's knowledge and understanding policy and framework.
23. Board members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.
24. The Board is entitled to one free training session per annum to be delivered in house by the LGA.

Term of office

25. Term of Office shall be longer than 12 months to allow sufficient development of knowledge and understanding, up to a maximum of [INSERT MAXIMUM].
26. Board membership may be terminated prior to the end of the term of office due to:
- (a) A member representative appointed on the basis of their membership of the scheme no longer being a member of the scheme
 - (b) A member representative no longer being a member of the body on which their appointment relied
 - (c) An employer representative no longer holding the office or employment or being a member of the body on which their appointment relied
 - (d) The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.

Meetings

27. The Board shall as a minimum meet [INSERT NUMBER] times per year, considering that quarterly meetings are recommended good practice. Meetings shall normally take place between the hours of [INSERT TIME] and [INSERT TIME].
28. The chair of the Board with the consent of the Board membership may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.
29. All agendas and papers for Board meetings will be made publically available on the [INSERT FIRE AND RESCUE AUTHORITY] website unless, in the opinion of the Scheme Manager, they are covered by exempt/confidential information procedures under Schedule 12A of the Local Government Act 1972 (as amended) or represent data covered by the Data Protection Act 1998.

Quorum

either

30. The total number of members required to be present for a meeting to be quorate is [INSERT NUMBER] plus the chair or deputy chair.

or

31. A meeting is only quorate when at least xx% of both member and employer representatives are present plus the chair or deputy chair.

Voting

32. The Chair shall determine when consensus has been reached.

33. Where consensus is not achieved this should be recorded by the Chair.

34. In support of its core functions the Board may make a request for information to [INSERT NAME OF OFFICER WITH DELEGATED SCHEME MANAGER FUNCTIONS] with regard to any aspect of the scheme manager function. Any such a request should be reasonably complied with in both scope and timing.

35. In support of its core functions the Board may make recommendations to [INSERT NAME OF OFFICER WITH DELEGATED SCHEME MANAGER FUNCTIONS] which should be considered and a response made to the Board on the outcome within a reasonable period of time.

Accountability

36. The Board will be collectively and individually accountable to the Scheme Manager, which is ultimately [INSERT FIRE AND RESCUE AUTHORITY] as the responsible authority for the Firefighters' Pension Schemes.

37. [INSERT FIRE AND RESCUE AUTHORITY] continue to be responsible for the contractual arrangements, including delivery against the contract and agreed key performance indicators for the pension scheme administration.

Data Protection

38. The Board will adhere to the Data Protection Policies held by the Scheme Manager ([INSERT FIRE AND RESCUE AUTHORITY]).

Interpretation

39. In these terms 'the Scheme' means the Firefighters' Pension Scheme.

40. In these terms Regulations means the Firefighters' Pension Scheme 1992, as amended, the Firefighters' Pension Scheme 2006, as amended and the Firefighters' Pension Scheme Regulations 2014 as amended.

41. In these terms 'regulations' include the Firefighters' Pension Scheme 1992, as amended, the Firefighters' Pension Scheme 2006, as amended, the Firefighters' Pension Scheme Regulations 2014 as amended, the Pension Regulators Codes of Practice as they apply to the scheme manager and pension board, and any other relevant legislation applying to the Scheme.

Amendment to the Terms of Reference

42. These terms of reference may be amended by regulation or in consultation with the Board by the Scheme Manager.

V4 04 06 2019

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ANNEX A

EXAMPLE APPOINTMENT PROCESSES

Directly appointed member representatives

1. Every member of the scheme administered by [INSERT FIRE AND RESCUE AUTHORITY] shall be sent a nomination pack to include the terms of reference, an invitation to nominate themselves or another appropriate person as a member representative, a nomination form and a voting form.
2. Any nomination should include information as to how the nominee meets the requirements of the role as set out in the terms of reference and how their appointment would be in the best interests of the purpose of the Board.
3. Nominations shall be posted on the website of [INSERT FIRE AND RESCUE AUTHORITY] together with instructions for the completion and submission of voting forms.
4. The [INSERT NUMBER] nominees with the most number of votes shall be appointed to the Board.

Independent chair

1. [INSERT FIRE AND RESCUE AUTHORITY] shall place an advertisement for an independent chair of the board in the appropriate media to include but not be restricted to:
 - (a) The website of [INSERT FIRE AND RESCUE AUTHORITY]
 - (b) One local media outlet
 - (c) An employer newsletter
 - (d) A member newsletter
2. The advertisement should ask for applications for the role of independent chair and should include information as to how to apply together with a description of the role.
3. Applications should be submitted to [INSERT SECTION/OFFICER OF FIRE AND RESCUE AUTHORITY] and show how the candidate meets the requirements of the role as set out in the terms of reference and how their appointment would be in the best interests of the purpose of the Board.
4. [INSERT SECTION/OFFICER OF FIRE AND RESCUE AUTHORITY] shall score the applications against the requirements of the role as set out in the terms of reference and the highest scoring candidates should make up the shortlist.

V4 04 06 2019

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CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 13 NOVEMBER 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: PROCESS FOR DEALING WITH
RECOMMENDATIONS FROM CONSTITUENT
AUTHORITIES

Purpose of the Report

1. To outline the intended approach to the consideration of motions/recommendations from the constituent authorities.

Recommended: That Members

- [1] Consider the content of the report and provide guidance to officers.

Background

2. All of the constituent authorities have considered motions entitled "Fighting fire in our borough". The motions are similar, but not identical.
3. An extract from the minutes of Cheshire West and Chester Borough Council's meeting on the 18th July 2019 is contained in Appendix 1 to this report. In accordance with the minute, a letter has been received from the Leader of the Council.
4. The Notice of Motion considered by Halton Borough Council at its meeting on 16th October 2019 is contained in Appendix 2 to this report. The motion was passed.
5. The Notice of Motion considered by Cheshire East Borough Council at its meeting on 17th October 2019 is contained in Appendix 3 to this report. The motion was passed.
6. The Notice of Motion considered by Warrington Borough Council at its meeting on 4th November 2019 is contained in Appendix 4 to this report.

Information

7. At the time of writing this report the Chief Fire Officer was only in receipt of one letter from a Council Leader. However, it is assumed that the other Leaders will write to the Chief Fire Officer in due course.

8. The constituent authorities ask that the Fire Authority considers a number of recommendations. These are summarised below.

1) Application of the '10 minute target time for fire engines to respond to dwelling fires' to the following types of buildings:

- historic buildings
- office buildings
- industrial sites
- schools
- hospitals
- other public buildings

Cheshire West and Chester Borough Council
Halton Borough Council
Cheshire East Borough Council
Warrington Borough Council

2) Inclusion of other incident types 'within the Cheshire 10 minute standard':

- flooding
- water rescue
- rescue from height
- incidents involving hazardous materials

Halton Borough Council
Cheshire East Borough Council
Warrington Borough Council

3) Reporting of the '10 minute standard' to be inclusive of the call handling time.

Halton Borough Council
Cheshire East Borough Council
Warrington Borough Council

4) The design and build of future fire stations adopt the aspiration of [our borough's/our towns] climate change emergency motion.

Cheshire West and Chester Borough Council
Cheshire East Borough Council

The design and build of future fire stations take account of the Climate Change Emergency.

Warrington Borough Council

- 5) The Fire Authority considers passing its own Climate Change Emergency motion.

Cheshire West and Chester Borough Council
Halton Borough Council
Cheshire East Borough Council
Warrington Borough Council

9. Officers intend to create two reports for Members to consider. One report will cover the issues raised in 1), 2) and 3) which are all essentially concerned with the 10 minute response standard.

The current description of that standard is, “a blanket 10 minute response standard to all life-risk incidents (dwelling fires and road traffic collisions) on 80% of occasions”. The report will explain the rationale for the current standard. The report will go on to consider the two suggestions to expand the standard, i.e. to particular building types and for particular incident types. Finally, it will explain the reporting arrangements that currently exist so that Members can consider whether a change of approach is necessary.

10. The second report will cover the issues in 4) and 5) which are concerned with climate change/the environment.

The report will consider climate change at a strategic level and ask the Fire Authority to acknowledge that a climate emergency exists that the Fire Authority and Fire and Rescue Service need to respond to. It is anticipated that Members will encourage officers to prepare more detailed reports for consideration by the Estates and Property Committee and the Fire Authority, e.g. a new Environmental Strategy will be produced. The report will also touch on the question of sustainable building. A more detailed report on environmental building standards is already being prepared for the Estates and Property Committee to inform the approach to the proposed fire station in Crewe.

11. As there is no protocol for handling recommendations from the constituent authorities, officers felt that it was worth checking that Members were comfortable with the approach outlined in this report.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

15. There are no equality and diversity implications arising from this report. However, there will be when future reports are considered by Members.

BACKGROUND PAPERS:

CHESHIRE WEST AND CHESTER COUNCIL

Move – Bob Cernik

2nd – Richard Beacham

Cheshire West and Chester Council agreed at the Council Meeting

18/7/19:

Motion: Fighting fire in our Borough

This Council pays tribute to the essential work undertaken by every member of staff at Cheshire Fire and Rescue. We recognise that it is their hard work, every day, that keeps people safe in their homes, in the place that they work, or whilst they are here visiting our borough.

This Council believes that government cuts to fire services in the UK have gone too far. We recognise the pressures faced by Cheshire Fire and Rescue and the Fire Authority, which has had to deal with cuts of over £12 million over the past nine years.

This Council understands the high levels of public concern about fire cuts and the impact that this could have on the community where they live. We acknowledge the role that campaigns in Chester and Crewe have played in raising awareness amongst members of the public about fire cover in these areas. The level of public interest in both of these campaigns serves as a reminder to councils and other public services in the sub-region about the need to be innovative in finding ways to involve and communicate with residents in the decisions we take.

In Cheshire West and Chester, this Council notes the petition from Chester Retired Firefighters and thanks local residents who have taken the time to sign it. This Council agrees that Chester is a unique heritage city, with important historical assets that must be protected.

This Council believes that all residents in every village, town and city in Cheshire West and Chester, need to feel confident about response times and fire cover where they live.

Therefore, this Council resolves to ask the Leader of the Council to write to the Policing and Fire Minister to lobby for:

- An urgent government review of the impact of austerity on fire services and response times.
- Increased financial support for fire services in historic cities such as Chester and major industrial areas such as Ellesmere Port.
- Restoration of the cuts to fire service finances over the last nine years.
- A decent pay rise for Cheshire Firefighters and staff.

And to write to the Chief Fire Officer at Cheshire Fire and Rescue to ask that the Fire Authority considers the following recommendations:

- that as part of ongoing fire service reviews, the current 10 minute target time for fire engines to respond to dwelling fires is expanded to include historic buildings, office buildings, industrial sites, schools, hospitals and other public buildings.
- That the design and build of future fire stations adopt the aspirations of our borough's climate change emergency motion and that the Fire Authority considers passing their own Climate Change Emergency motion.

Halton Borough Council

To be submitted to the meeting of Full Council to be held on:

16 OCTOBER 2019

in accordance with Standing Order Number 6.

	Name (in capitals)	Signature
Proposer:	Councillor P Lloyd-jones	
Seconder:	Councillor L Cassidy	

Motion: Fighting fire in our Borough

This council pays tribute to the essential work undertaken by every member of staff at Cheshire Fire and Rescue. We recognise that it is their hard work, everyday, that keeps people safe in their homes, in the place that they work, or whilst they are here visiting our County.

This council believes that government cuts to fire services in the UK have gone too far. We recognise the pressures faced by Cheshire Fire and Rescue and the Fire Authority, which has had to deal with cuts of £12 million over the past nine years.

This council understands the high levels of public concern about fire cuts and the impact that this could have on the community where they live. We acknowledge the role that the campaign in Crewe played in raising awareness amongst members of the public about fire cover in the area. The level of public interest in both this campaign and campaigns in Chester and Ellesmere Port serves as a reminder to councils and other public services in the sub-region about the need to be innovative in finding ways to involve and communicate with residents in the decisions we take.

This council believes that all residents in Halton and across the County, need to feel confident about response times and fire cover where they live. Therefore this council resolves to ask the Leader of the Council to write to the Policing and Fire Minister to lobby for:

- An urgent government review of the impact of austerity on fire services and response times
- Restoration of the cuts to fire service finances over the last nine years.
- A decent pay rise for Cheshire Firefighters and staff.

And to write to the Chief Fire Officer at Cheshire Fire and Rescue to ask that the Fire Authority considers the following recommendations:

- That as part of ongoing fire service reviews, the current 10 minute target time for fire engines to respond to dwelling fires is expanded to include historic buildings, office buildings, industrial sites, schools, hospitals and other public buildings.

- Other Incident types such as Flooding, water rescue, rescue from Height and Incidents involving Hazardous materials are all included within the Cheshire 10 minute standard.
- That the Cheshire Fire and Rescue 10 minute standard is inclusive of the call handling time – as advised by the home office, formerly department for communities and local government.
- That the Fire Authority considers passing their own Climate Change Emergency motion

CHESHIRE EAST BOROUGH COUNCIL

Fighting fire in our Borough

Proposed by Councillor J Parry and Seconded by Councillor N Mannion

This Council pays tribute to the essential work undertaken by every member of staff at Cheshire Fire and Rescue. We recognise that it is their hard work, everyday, that keeps people safe in their homes, in the place that they work, or whilst they are here visiting our County.

This Council believes that government cuts to fire services in the UK have gone too far. We recognise the pressures faced by Cheshire Fire and Rescue and the Fire Authority, which has had to deal with cuts of £12 million over the past nine years.

This Council understands the high levels of public concern about fire cuts and the impact that this could have on the community where they live. We acknowledge the role that the campaign in Crewe played in raising awareness amongst members of the public about fire cover in the area. The level of public interest in both this campaign and campaigns in Chester and Ellesmere Port serves as a reminder to councils and other public services in the sub region about the need to be innovative in finding ways to involve and communicate with residents in the decisions we take.

This Council believes that all residents in every village and town in Cheshire East and across the County need to feel confident about response times and fire cover where they live. Therefore this Council resolves to ask the Leader of the Council to write to the Policing and Fire Minister to lobby for:

- An urgent government review of the impact of austerity on fire services and response times.
- Restoration of the cuts to fire service finances over the last nine years.
- A decent pay rise for Cheshire Firefighters and staff.

And to write to the Chief Fire Officer at Cheshire Fire and Rescue to ask that the Fire Authority considers the following recommendations:

- That as part of ongoing fire service reviews, the current 10 minute target time for fire engines to respond to dwelling fires is expanded to include historic buildings, office buildings, industrial sites, schools, hospitals and other public buildings.
- Other Incident types such as Flooding, water rescue, rescue from Height and Incidents involving Hazardous materials are all included within the Cheshire 10 minute standard.

- That the Cheshire Fire and Rescue 10 minute standard is inclusive of the call handling time – as advised by the home office, formerly department for communities and local government.
- That the design and build of future fire stations adopt the aspirations of our towns Climate Change Emergency motion and that the Fire Authority considers passing their own Climate Change Emergency motion.

WARRINGTON BOROUGH COUNCIL

Motion 5 – Fighting Fire in Our Borough

Proposer: Paul Warburton

Seconder: John Kerr-Brown

Council Notes:

This council pays tribute to the essential work undertaken by every member of staff at Cheshire Fire and Rescue Service. We recognise that it is their hard work, every day, that keeps people safe in their homes, in the place that they work, or while they are here visiting the area.

This council believes that government cuts to fire services in the UK have gone too far. We recognise the pressures faced by Cheshire Fire and Rescue and the Fire Authority, which has had to deal with cuts of £12 million over the past nine years.

This council understands the high levels of public concern about fire cuts and the impact that this could have on the community where they live. We acknowledge the role that the campaign in Crewe played in raising awareness amongst members of the public about fire cover in the area. The level of public interest in both this campaign and campaigns in Chester and Ellesmere Port serves as a reminder to councils and other public services in the sub-region about the need to be innovative in finding ways to involve and communicate with residents in the decisions we take.

This council believes that all residents in Warrington and in every village and town across the County, need to feel confident about response times and fire cover where they live. Therefore this council resolves to ask the Leader of the Council to write to the Police and Fire Minister to lobby for:

- An urgent government review of the impact of austerity on fire services and response times
- Restoration of the cuts to fire service finances over the last nine years.
- A decent pay rise for Cheshire Firefighters and staff.

and to write to the Chief Fire Officer at Cheshire Fire and Rescue Service to ask the Fire Authority to consider the following recommendations:

- That as part of ongoing fire service reviews, the current 10 minute target time for fire engines to respond to dwelling fires is expanded to include historic buildings, office buildings, industrial sites, schools, hospitals and other public buildings.
- Other Incident types such as Flooding, water rescue, rescue from Height and Incidents involving Hazardous materials are all included within the Cheshire 10 minute standard.

- That the Cheshire Fire and Rescue 10 minute standard is inclusive of the call handling time – as recommended by the Government.
- That the design and build of future fire stations take account of the Climate Change Emergency and that the Fire Authority consider passing its own Climate Change Emergency motion.

CHESHIRE FIRE AUTHORITY

MEETING OF: GOVERNANCE AND CONSTITUTION COMMITTEE
DATE: 13 NOVEMBER 2019
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: DRAFT COLLABORATION STRATEGY

Purpose of the Report

1. To secure feedback from Members about an initial draft Collaboration Strategy.

Recommended: That:

- [1] Members provide feedback about the initial draft Collaboration Strategy.

Background

2. Cheshire Fire Authority and Cheshire Fire and Rescue Service have pursued a range of collaborations with a variety of parties.
3. The Policing and Crime Act 2017 contains a statutory duty to consider collaboration with other emergency services where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate. A service is not required to collaborate if the service is of the view that the proposed collaboration would have an adverse effect on public safety or have an adverse effect on its efficiency or effectiveness.
4. The Fire and rescue National Framework for England 2018 contains guidance to fire and rescue authorities in connection with the discharge of their functions. In paragraphs 2.12 to 2.17, the Framework refers to the statutory duty to consider collaboration and explains that the duty is deliberately broad to allow for local discretion in how it is implemented and recognises that local emergency services are best place to determine how to collaborate for the benefit of their communities.
5. The Framework confirms that the duty does not preclude wider collaboration with other local partners, such as local authorities and health bodies and states that fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Programme (JESIP).

6. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) determined that the Service was 'Good' when considering the question, 'How efficient is the service at keeping people safe and secure?' In the section of the Inspection Report concerned with efficiency, the HMICFRS commented upon the Service's involvement in collaboration. Extracts from the Inspection Report that are relevant are contained in Appendix 1 to this report.
7. Since the HMICFRS Inspection Report was published an Action Plan has been prepared and this was agreed by Performance and Overview Committee in July 2019 and is monitored by that Committee. An extract from the Action Plan that is concerned with the Area for Improvement 'The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration' is contained in Appendix 2 to this report. It makes reference to developing a Collaboration Strategy.

Information

8. Given the significant amount of collaborative activity that exists there was an expectation that it would be a relatively simple task to find best practice and supporting documentation concerned with collaboration that could form the basis of a Collaboration Strategy. Unfortunately, this has not proved to be the case with a broad range of approaches and styles. The Service already had a Partnership Toolkit, which had been developed and adopted by the Prevention Department. It was clear that this document contained important elements relevant to a Collaboration Strategy. An extract from the Prevention Partnership Policy is contained in Appendix 3 to this report. Two further documents from the Partnership Toolkit, concerned with Partnership Initiatives and Partnership Reviews are contained in Appendix 4 to this report.
9. The draft Collaboration Strategy contained in Appendix 5 attempts to draw together a range of issues that are relevant to collaborative activity. This will be supplemented with a Collaboration Register, a copy of which is contained in Appendix 6. This will draw together key information and assist in monitoring, review etc.
10. Whilst officers acknowledge that the draft Collaboration Strategy requires further work they are keen to establish whether Members are comfortable that it presents a good basis upon which to base a final version for approval by the Fire Authority.

Financial Implications

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

Legal Implications

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

Equality and Diversity

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

Environmental Implications

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

BACKGROUND PAPERS:

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EXTRACTS FROM HMICFRS INSPECTION REPORT

How efficient is the service at keeping people safe and secure?

Good

Summary

An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Cheshire Fire and Rescue Service's overall efficiency is good.

The service is good at making the best use of resources. However, the benefits of collaboration and partnership should be evaluated, to make sure resources are being used productively...

The service is involved in extensive partnerships and collaborations with other agencies. These include shared back-office services with the police, and the North West Fire Control, which is shared with neighbouring fire and rescue services. However, there is scope for more formal arrangements to monitor, review and evaluate collaborative activities.

Making best use of resources

Good

Cheshire Fire and Rescue Service is good at making best use of resources. But we found the following areas in which it needs to improve:

Areas for improvement

- The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.

(other area not relevant to this report)

Collaboration

Cheshire Fire and Rescue Service's collaboration with Cheshire Constabulary to share a single support function providing back-office services is at an advanced stage. In April 2018, the final planned staff transfers from the fire and rescue service to work for the police in this joint function were made. At the outset, the benefits were expected to be:

- reduced frontline support costs;
- improved service;
- environmental benefits (leading to cost savings).

Indications in the 2015 business case were that estimated financial savings would be in excess of £1.4m. The total savings forecast in January 2017 was just over £670,000. The service was preparing to evaluate the expected benefits later in 2018.

We saw extensive partnerships and collaborative activities with fire and other agencies. Some of these – such as the North West Fire Control – had been subject to post-implementation reviews or other evaluations. However, this is not systematic, and there is scope for more formal arrangements for the service to monitor, review and evaluate the benefits and outcomes of its principal collaborative activities.

EFFICIENCY Area For Improvement	Page # Report	Action to be taken	Lead	Measure of Success	Timetable
MAKING BEST USE OF RESOURCES The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.	P22	<ol style="list-style-type: none"> 1 Develop a clear CFRS Collaboration Strategy that will inform collaboration activity in future 2 Utilise the Partnership Toolkit as guidance and practice for all new collaborations 3 Sense check, review and evaluate exiting collaborations by using the Partnership Toolkit 4 Embed the process of collaboration by communicating and providing training where necessary for all stakeholders 5 Review the status of each collaboration regularly and continue to gather the evidence to support this 	Andrew Leadbetter	<ol style="list-style-type: none"> 1 A completed and signed off Strategy 2 Check for each collaboration 3 Evaluation of existing collaborations, implementation of lessons learnt, outcomes and benefits 4 Successful and seamless collaborations 5 Fit for purpose performance reporting on an annual basis 	
Commentary/Evidence (with dates)					Document Evidence Reference
<ol style="list-style-type: none"> 1 Initial draft Collaboration Strategy considered 1 Checked other HMI reports for best practice – some of which is helpful 2 Reviewed Partnership Toolkit for suitability to carry out reviews 5 Confirmed list of existing collaborations to concentrate upon initially <p>Latest updates below from AL on 15.10.19:</p> <ol style="list-style-type: none"> 1 Report being prepared for SMT and then Members with draft collaboration strategy for approval. 3 Evaluations ongoing for FRIC arrangements and in respect of the services provided under Blue Light Collaboration by the Communications team. 5 Initial work concentrating on Blue Light Collaboration has produced a proposed performance framework that is being considered for adoption. 					

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PART 1 – POLICY

1.0 INTRODUCTION

The Fire and Rescue National Framework (2012) details the national requirement for fire and rescue services to work in partnership with communities and a wide range of partners locally and nationally to deliver services and manage community risk via prevention and protection. Cheshire Fire and Rescue Service's (the Service) strategic objectives reflect this. The Service objectives are to develop the organisation, protect local communities and respond to emergencies. The Service's ability to deliver these objectives and its services is affected by the complex and changing partnership landscape it operates within both locally and nationally.

1.1 PREVENTION PARTNERSHIP POLICY SCOPE & OBJECTIVES

This policy provides the scope for partnership working with other agencies and is intended to facilitate a partnership with purpose approach. Key partners are vital to delivering the Prevention department's objectives as they support provision of services in line with departmental need and include (but are not limited to) home fire safety, arson reduction, road safety, working with children and young people and health and wellbeing.

The primary reason why we work in partnership with others is to deliver the best outcomes for our communities and the best services possible. Other reasons include; maximising the use of limited resources, building capacity, enhancing delivery and sharing information and good practice. Partnership working can also build capacity by challenging the Service to think differently, and see and try new ways of engaging communities. Skills development and fresh ideas often emerge through partnership working along with forging new contacts, enhancing reputation and input to networks. Partnerships which consider and promote equality and diversity are also central to eliminating barriers that prevent access to services, information and employment.

PART 2 – PROCEDURE

2.0 PROCEDURE

To ensure the Prevention department maintains a partnerships with purpose approach, lead managers are responsible for the management of the partnerships they are involved in, including keeping partnership documentation up to date and accessible. The Partnership Toolkit (the toolkit) and Cheshire Planning System (CPS) underpin this and should be utilised to document the identification, outcomes, milestones, risks, review and evaluation of partnerships. The expectation being that these will be utilised by all staff engaging in or attending partnership meetings or representing the Prevention department or the Service as a partner agency. The manager responsible for general oversight of the toolkit is Head of Prevention. Regular oversight and monitoring of prevention partnerships documented via the Partnership Toolkit and supporting documents will be completed by the Partnership Coordinator on behalf of the Prevention team. An annual report will be provided to Fire Authority Members who have principal responsibility for the oversight of partnerships at Performance and Overview Committee.

UTILISING THE PREVENTION PARTNERSHIP TOOLKIT –

To streamline the processes involved in the Prevention team's partnership work, the Partnership Toolkit (located on CPS) should be utilised prior to a partnership starting.

The Partnership Toolkit can help to establish the parameters of partnership working and to decide whether the partnership should commence and/or continue. The application of the toolkit, particularly at the beginning, determines how the partnership meets strategic objectives, the type of partnership, the role we play and the challenges we might face.

Risks attached to any partnership should be identified in the initiation document and the management of the risk reviewed at least annually, via the completion of the partnership review documents. Risks and their management should also be recorded

on CPS under the risk tab in “Partnerships”. You should consult with your line manager regarding any partnerships where you have identified a significant risk and/or multiple threats/weaknesses within the potential/ongoing partnership. Any risks scoring a total of 15 or more on the risk matrix should be recorded on the Corporate Risk tab located within CPS and updates regarding the management of the risk provided regularly.

Exemptions to the utilisation of this toolkit exist. Formal groups such as membership of the sub region, to National Fire Chiefs Council (NFCC) and the Local Government Authority (LGA) are statutory, therefore are justified by governance arrangements and you do not need to complete this process, although a record of the named contact officer and other basic details should be reflected in the Partnership Register. Those relationships covered by contract management obligations (e.g. procurement partners) are governed by the business contracts that support them, therefore are not included in this process.

2.1 PREVENTION PARTNERSHIP REGISTER

The Partnership Register is located on the Cheshire Planning System (CPS). Information will automatically populate onto this once you have created a new partnership on the system.

The register provides a snapshot of essential information relating to the partnerships that the department is currently involved in, those we have participated in previously, why we are involved and the named contact for the partnership. This register automatically populates from information entered into the CPS, therefore CPS must be updated each time a person is involved in a new partnership, when any of the parameters of it change, if the lead contact changes and after review, evaluation and closedown of the partnership. Review of the register to look for current partnerships within Prevention and the contacts associated with these can help you to identify associates you could contact in relation to the work you are completing.

2.2 INITIATION OF A PARTNERSHIP

The Partnership Initiation document is useful at the beginning of a partnership. It helps determine reasons for embarking on a partnership, and considerations whilst developing the partnership. It also helps to identify any documentation which may be required to support the partnership going forward. Considerations when commencing a partnership should include how it supports the department's aims and objectives, the strengths it will bring, any potential risks or weaknesses, equality and diversity, the type of partnership, the resources required, the role of the department and how often and what type of collaborative review will occur (e.g. quarterly meetings, telephone conference etc.).

You should take advice from the legal team on the most suitable form for the partnership to take, in preparing the relevant documentation and for advice on documentation being put forward by other organisations inviting the Service to enter into a partnership.

Evaluation of the partnership as it continues is important to evidence the benefits, disadvantages and risks of the partnership. Reporting of outputs and outcomes is vital to establish at the beginning of the partnership and to review throughout its lifetime.

Any conflict of interest between personal interests and public duties should be identified by the Partnership Lead and considered at the beginning and during the lifetime of the partnership. Conflicts of interest can adversely affect a person's ability to deliver a partnership fairly and within the interests of the Service and the community it serves. Any potential conflict of interest should be reported to your immediate line manager and explored with consideration given to whether the role of Partnership Lead needs assigning elsewhere.

2.3 REVIEW & EVALUATION

Review and evaluation of a partnership is essential and should occur continuously throughout its lifetime, providing the department with important information regarding the:

- Effectiveness of its partnerships: how well do we perform in partnership, what works well, what could we improve, who do we work well with?
- The outcomes it is achieving: what benefits is the partnership bringing to the service, the communities we serve, are the benefits still being realised (e.g. has saturation of a population has occurred)?
- Learning for future partnerships: what could we replicate, what could we learn and improve on, what mechanisms work well, what type of partner works best with The Service?

Capturing your partnership via the toolkit forms, uploading supporting documents and recording updates via the CPS tabs aids resilience and continuity within the Prevention Department and helps evidence the reasons a partnership continues or ends.

You should consider and agree with your partner how you will review and evaluate your partnership at initiation. A template of the information you will collect together during the partnership should be created and also considered by the Head of Department prior to being finalised, this may change as the partnership evolves, you should be mindful that any changes you make might need to be formally captured.

The partnership review form should be completed at least annually, however a more frequent review may be beneficial, for example on time limited partnerships where outcomes need delivering within a year, a three monthly review may be more appropriate or if challenges within the partnership have been identified by either party. Regular review enables you to analyse the ongoing effectiveness of your partnership, its achievements and any new risks or threats which may need addressing.

The final evaluation form (on CPS) should be completed and a final report produced prior to the collaboration being terminated or just before (up to 3 months – any contract supporting partnership delivery may stipulate specific termination requirements). This information will provide important information to the Department in relation to further partnership working for example, was the partner reliable, were the objectives achieved, did outside factors influence the partnership?

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Partnership Initiation

1. Please state the name of the proposed Partner and the Partner ID number (from CPS):

Click here to enter text.

2. Which strategic objective will the partnership support?

Develop the organisation:

- Ensure our workforce is competent & able to deliver our vision
- Inform & involve communities & staff in developing services & policies which are open, transparent & accountable
- Deliver value for money services, maximising community safety & minimising impact on the environment.

Protect local communities:

- Identify the people & property most at risk from fire
- Deliver campaigns & projects to reduce antisocial behaviour & increase awareness of fire and road safety
- Ensure fire safety legislation is implemented effectively.

Respond to emergencies

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

3. Which of the Service Core Values does the partnership support (tick as many as apply)?

Aiming for excellence: Constantly seeking ways to improve what we do & the way we do it.

Developing & respecting our people: Valuing our people & developing their diverse range of talents, learning from all that we do.

Delivering our promise: Acting with integrity & taking personal responsibility for making the right thing happen.

Putting customers first: Ensure that our people & communities are at the heart of all that we do, striving to meet their differing needs & expectations.

Promoting equality & diversity: Embracing diversity & finding ways to improve our services & the safety & prospects for individuals & communities.

Working Together: Working in partnerships with others for the future of Cheshire & its citizens.

4. How will the partnership support the strategic objectives you have identified?

Click here to enter text.

5. Which geographical area will this partnership be in (tick all that apply):

- Cheshire West and Chester
- Cheshire East
- Halton
- Warrington
- Pan-Cheshire

6. What are the expected outcomes of the partnership? How will they be measured? (Please also record on CPS action tab)

7. What strengths and benefits will this partnership bring to the organisation?

Click here to enter text.

8. Are there any potential risks or weaknesses you can identify from entering into this partnership (please complete CPS Partnership risk tab)?

Click here to enter text.

9. Are there any gaps in current/future service provision that the partnership could support?

Click here to enter text.

10. Are there any potential threats which might face this partnership?

Click here to enter text.

11. How will this partnership promote the Service' commitment to promoting equality and diversity?

Click here to enter text.

12. What actions will you take to address the risks/weaknesses/threats identified above? (Please utilise this question to inform management of risk in the CPS risk tab).

Click here to enter text.

13. What role will the Service play in the partnership (please tick one):

- Lead** – Will co-ordinate partnership activities.

- Influence** – the Service has a key and influential role to play within the partnership and will be integral to its delivery.
- Follower** – the Service holds a less prominent role within the partnership and its involvement is based more around sharing information rather than directing or leading the partnerships activity.
- Exit** – There is no added value or benefit to the Service being in the partnership therefore the Service will not be entering into it.

14. What type of partnership is this (please tick all that apply)?

- Statutory:** Formal partnership where there is a legal duty for the Service to be involved. Requirement for co-operation between local partners to agree and deliver national or local priorities set down in statute e.g. Crime and Disorder reduction partnerships as defined in section 17 of the Crime and Disorder act 1998 or where national and local funding is directed towards achieving shared priorities and outcomes.
- Strategic:** Involves a formal agreement between two or more parties that have agreed to share finance, skills, information and/or other resources in the pursuit of common goals and to ensure resources are better allocated. The Service is clear on its role and responsibilities (formal governance arrangements in place). Co-operation is dependent on member organisations working together voluntarily (non-statutory).
- Joint Delivery:** Services are delivered jointly with other organisations. Additional capacity or efficiencies are achieved through partnership working. Responsibilities are documented in MOUS and/or service level agreements.
- Collaboration:** A voluntary arrangement providing a forum for cross agency discussion and information sharing. The Service has no direct powers or specific responsibilities to achieve outcomes.

15. What are the proposed resources and governance arrangements (i.e. people, finance and frequency of meetings and risks)?

Click here to enter text.

16. Is a MOU, partnership agreement, data sharing agreement, contract or hiring agreement required? If yes, please indicate which document(s) is required and consult with the legal department and/or Partnership Co-ordinator.

- Yes
- No

17. Are any of the following documents required in support of this partnership:

- Risk Assessment
- Equality Impact Assessment
- Financial Impact Assessment
- Environment Impact Assessment

- Business Case
- *Memorandum of Understanding (Template available in appendices)
- Service Level Agreement
- Project Initiation Document (PID)
- Licence to use premises
- Hiring Agreement
- Data Sharing Agreement (data protection/sharing checklist available in appendices)
- *Partnership Agreement (Template available in appendices)
- Contract of employment
- PAG Report
- Fire Authority Report
- Not Applicable
- Other, please state:

.....

18. How often do you intend to review this partnership (must be at least annually)?

Click here to enter text.

Submitted by:	Date:
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Please save this to the partnership toolkit folder located on the global drive, under your department and reference the partnership number (generated by CPS) in your file name.

Partnership Review

1. Please state the name of the Partner and the partner ID number:

Click here to enter text.

2. Which geographical area is the partnership in (tick all that apply):

- Cheshire West and Chester
- Cheshire East
- Halton
- Warrington
- Pan-Cheshire

3. Are the initial outcomes from the partnership being achieved? If so, how is this being measured? If not, how could this be improved? (please update CPS action tab).

4. What are the strengths and benefits of the partnership? What is the partnership good at, what makes it special? How has it promoted equality and diversity?

Click here to enter text.

4. Are there any potential weaknesses you can identify in the partnership? Are there any improvements that could be made? Does anything stop the partnership performing at its best?

Click here to enter text.

5. Are there any existing gaps in current/future service provision the partnership could support? What is changing in the outside world that might create new opportunities in the future?

Click here to enter text.

6. Are there any potential threats which might face this partnership? What obstacles does the partnership face?

Click here to enter text.

7. What actions will you take to address the weaknesses/threats identified above? (please utilise this question to inform management of risk in the CPS partnership risk tab).

8. Are the risks identified at the beginning of the partnership still present? Have any new risks been identified? (If so please record under CPS partnership risk tab).

Click here to enter text.

9. What role does the Service currently play in the partnership (please select one):

- Lead** – Will co-ordinate partnership activities.
- Influencer** – the Service has a key and influential role to play within the partnership and will be integral to its delivery.
- Follower** – the Service holds a less prominent role within the partnership and its involvement is based more around sharing information rather than directing or leading the partnerships activity.
- Exit** – On reflection, from the answers given above, there is no added value or benefit to the Service being in the partnership therefore the Service will end the partnership (please complete evaluation form).

10. What are the current resources and governance arrangements (i.e. people, finance and frequency of meetings and risks)? Are these likely to change?

Click here to enter text.

11. Is there a joint MOU, partnership agreement, data sharing agreement, contract or hiring agreement in place? If so does this need updating?

- Yes
- No

12. When will you next review this partnership?

Click here to enter text.

Please attach any reports/case studies/outputs/outcomes reported from the partnership so far.

Submitted by:	Date:
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Partnership Evaluation & Closedown

1. Please state the name of the partner and partnership ID:

Click here to enter text.

2. Which geographical area is the partnership in (tick all that apply):

- Cheshire West and Chester
- Cheshire East
- Halton
- Warrington
- Pan-Cheshire

3. Has the partnership been terminated or is there an upcoming date for termination?

Click here to enter text.

4. Have you notified/been notified by the partner that the partnership will cease?

- Yes
- No

5. Why has the partnership come to an end?

Click here to enter text.

6. Did the partnership meet the strategic objectives and core values originally set out?

Click here to enter text.

7. What were the main achievements of the partnership?

Click here to enter text.

8. Did the partnership benefit the local community and promote equality and diversity? Is there any evidence to support this?

Click here to enter text.

9. If the partnership was to happen again do you have any recommendations for improvement?

Click here to enter text.

10. Does a MOU, contract or partnership agreement support the partnership? If so are there any conditions mentioned within this that might impact termination? If so please check your documentation and complete termination in line with the terms mentioned within this.

- Yes
- No

Please attach any closing reports/case studies/outputs/outcomes reported from the partnership to this document.

Submitted by:	Date:
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Initial draft November 2019

COLLABORATION STRATEGY

Introduction

The Blue Light services in Cheshire have a proud tradition of collaboration, from the day to day interaction at emergency incidents to the sharing of premises and joint procurement. Cheshire Fire and Rescue Service (CFRS) regularly works in collaboration for the good of the communities it serves and this document explains how CFRS approaches collaboration.

Why Collaborate?

Our vision is:

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

Our mission is:

“To help create safer communities, to rescue people and protect economic, environmental and community interests”

By working in collaboration with others, we can achieve our strategic aims and fulfil our statutory duties, and this can also be an opportunity to drive efficiency and effectiveness, in the interest of public safety.

In certain circumstances we believe we are more likely to achieve our aims by collaborating with others.

We have a **statutory duty** to collaborate in certain circumstances.

The Policing and Crime Act 2017 contains a duty to consider collaboration with other emergency services where two or more services consider it would be in the interests of the efficiency of effectiveness to do so. The Fire and Rescue Services Act 2004 requires Fire and Rescue Authorities to enter into mutual assistance schemes and mutual agreements in order to discharge certain statutory functions.

What have we been doing?

One of the first collaborations CFRS entered into was the Fire Responder agreement with North West Ambulance Service (NWAS), where fully trained on-call firefighters based in Nantwich respond first to medical emergencies within a specified area, where they are able to get to the incident before an ambulance.

In 2014 we entered into a regional collaboration with Cumbria, Lancashire and Greater Manchester Fire and Rescue Services to form a joint control centre, North West Fire Control, in Warrington for emergency call handling and mobilising.

For many years we have had agreements in place with all neighbouring fire and rescue services for cross border mutual assistance.

We have worked with the NHS in creating gyms on fire stations which cardiac patients can use to support their recovery and rehabilitation.

We recently celebrated our twentieth anniversary of working with the Prince's Trust, delivering courses for young people in Cheshire.

We are working in collaboration with Cheshire Constabulary and joint teams provide support services to Police and Fire.

We are a member of the Fire and Rescue Insurance Consortium, which is a novel way to provide cover for a variety of risks.

We have worked with the NHS and expanded our work concerned with fire safety so that we are able to cover broader health issues when we deliver Safe and Well visits.

Register of Collaborations

We maintain a register of collaborations.

How do we decide what we will collaborate on?

In some areas of our activity we can achieve a better result by collaborating with partners. This may be because of their greater knowledge and experience. It may be more cost effective to share the costs to achieve a common goal.

Before any collaboration activity we undertake a scoping exercise or feasibility study. This will include engaging with partners, to determine what they can contribute and what they want to achieve.

Key questions include:

- Will the initiative improve public safety?
- Will the initiative improve efficiency and/or effectiveness?
- Are the parties seeking to achieve similar aims and objectives?
- What are the risks associated with the collaboration and how can the risks be managed?

The key requirements of this initial evaluation are outlined in the Partnership Initiative document which is contained in the Prevention Department's Partnership Toolkit.

The outcome of this initial evaluation is reported to the Service Management Team and in some cases, to elected Members of the Fire Authority and once the findings have been considered, a decision is made about whether to proceed with the collaboration.

Delivery of the collaboration

The Cheshire Planning System helps with project planning and provides a governance structure to enable the project to be managed effectively.

Risks and issues will be recorded in a risk register/issues log and each project will have a change control process.

How do we monitor, review and evaluate collaborations?

In order to effectively review a collaboration the following questions will be considered:

- What are the outcomes?
- What has been the impact of the collaboration?
- Has the initiative led to an improvement in efficiency?
- Has the initiative led to an improvement in effectiveness?
- Has the initiative improved public safety?

Within the Prevention Department's Partnership Toolkit there is a Partnership Review checklist and a Partnership Evaluation and Closedown document and the principles in these documents can assist in the review and evaluation of all collaborations.

Sometimes we will arrange external evaluation of collaboration, for example the results of our programme of Safe and Well visits is being considered by Liverpool John Moores University.

Where collaborations have been captured in formal agreements and Memoranda of Understanding, these will contain provisions for review, variation, extension and termination.

Performance monitoring reports on significant collaborations, such as North West Fire Control, are presented to elected Members.

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Who	Type of Collaborative activity	Description	Parties	Monitoring, evaluation and review	Benefits
AL	North West Fire Control	Provision of call handling and mobilising	Cheshire Fire Authority Cumbria County Council Greater Manchester Combined Authority Lancashire Combined Fire Authority	Membership of Board of Directors Performance reporting Monitoring of the budget Annual Report (following audit)	Government funding Use of potentially redundant building Business Continuity Savings Resilience Closer working
AL	Blue Light Collaboration	Joint HQ Joint Services Integration of back office systems (MFSS)	Cheshire Fire Authority Cheshire Constabulary Police and Crime Commissioner for Cheshire (for MFSS – four other Police Forces)	Programme Board Executive Board Corporate Services Board Department-level meetings	Resilience Closer Working Savings

AL	Fire and Rescue Insurance Consortium (FRIC)	Arrangement to provide suitable cover (insurance, self insurance) and claim handling	Cheshire Fire Authority Bedfordshire FRS Devon and Somerset FRS Hampshire FRS Leicestershire FRS Essex FRS Kent FRS Royal Berkshire FRS	FRIC Board made up of the Services involved – quarterly strategic meeting Fire and Rescue Risk Group – quarterly tactical meeting	Reducing impact of insurance increases Better processes/claim management Lowering cost of claims
PB	Cardiac	Response to suspected cardiac emergency	Cheshire Fire Authority North West Ambulance Service	MOU in place Currently suspended	Public Safety Closer working
PB	Forced Entry	Gaining entry in properties to assist those in need	Cheshire Fire Authority North West Ambulance Service Cheshire Constabulary	MOU in place Measures: Volume of incidents Outcomes/benefits	Public Safety Closer working
PB	First Responder	Provision of immediate medical care	Cheshire Fire Authority North West Ambulance Service		Public Safety Closer working

PB	Joint facility for BA training	Training fire fighting crews in Breathing apparatus training in realistic conditions	Cheshire Fire Authority Greater Manchester Combined Authority	MOU in place	Firefighter safety Savings
AL	Shared Estate	Joint use of Fire Stations	Cheshire Fire Authority Cheshire Constabulary Police and Crime Commissioner for Cheshire North West Ambulance Service	Executive Board	More effective use of Public Estate Savings Closer working
PB	Unmanned Aerial Systems (Drone)	Provision of enhanced situational awareness for an Incident Commander and also pre-planned activities such as the gathering of risk information.	Cheshire Fire Authority Cheshire Constabulary Police and Crime Commissioner for Cheshire	MOU in place Cohort of staff in place	Public safety Firefighter safety Savings Resilience
AL	Procurement Activity	Joint provision of goods and services	Cheshire Fire Authority and others, e.g. NW Fire and Rescue Services and Cheshire Constabulary.	Basket of goods process cost comparison Joint Corporate Services team	More efficient processes Savings

PB	Health Gyms	Provision of two health gyms (Fresh Start Weight Management and cardiac rehabilitation) to provide access to NHS patients to improve well being	Cheshire Fire Authority NHS	Audit of usage reported to the Halton Unitary Performance Group	Public Health
AL	Primary Authority Scheme	To support consistent interpretation and informed proportionate response to non compliance by building a detailed picture of compliance across the business	Cheshire Fire Authority Certas (1) Hydes Brewery (2)	Income versus cost of team Reviews with partners New partnership strategic sign off process	Public Safety Compliance Income (cost recovery) Support for National model
NE	Road Safety Training	Delivery of Road Safety training to Key Stage 2 children	Cheshire Fire Authority Cheshire East	Performance reporting Annual report	Public Safety Closer working Income

NE	Complex Dependency programme	To support a holistic approach with a multi agency 'Integrated Front Door' for individuals and families with complex needs	Cheshire Fire Authority Cheshire East Cheshire West and Chester Halton Warrington Cheshire Constabulary	Regular performance reporting at the Senior Regional Leaders Board External evaluation	Closer working Sharing intelligence Holistic provision for individuals and families Public safety
NE	Princess Trust programme	To support individuals who are NEET back into education, training or employment	Cheshire Fire Authority Princess Trust	Agreements with Princes Trust and partners Performance monitoring Monitoring of budget College reviews OFSTED	Holistic support for NEET Young people Public saving Public value
NE	Safe and Well visits (includes fire safety)	for people who are aged over 65 and for people who are referred to us by partner agencies because they are considered to be at a particular risk	Cheshire Fire Authority NHS Local Authorities Charities	Agreement with NHS and others MOUs Performance reporting Independent evaluation	Public Safety Savings Closer working

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