

## CHESHIRE FIRE AND RESCUE SERVICE LOCAL CODE OF CORPORATE GOVERNANCE FRAMEWORK (LCCG):

### PRINCIPLE B: Ensuring openness and comprehensive stakeholder engagement

PRINCIPLE OWNER(s):  
CORPORATE COMMUNICATIONS  
PREVENTION – PARTNERSHIPS  
TRANSFORMATION

#### B1 Openness

*Ensuring an open culture through demonstrating, documenting and communicating the organisations commitment to openness.*

*Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.*

*Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.*

*Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.*

#### How Cheshire Fire and Rescue Service complies with this sub principle

The vision, mission, aims and objectives of the Service are published on the public website, as is the five year strategic plan. The annual Integrated Risk Management Plan (IRMP) sets out how the Authority intends to deliver the services each year, and is widely consulted on before it is finalised. Each IRMP sets out the rationale behind planned activity including current performance and forecasts. Each annual IRMP essentially reviews the effectiveness of the previous plan and highlights any areas of focus for the coming year.

Consultation with stakeholders include both staff and public roadshows at various venues, a web-based questionnaire and consultation with partners during which the proposed plans are put forward and feedback is requested. The results of consultation are published on the website and are reported to members before the IRMP is finalised.

We actively encourage, collect and evaluate the views and experiences of our communities and staff.

We plan, target and communicate what we consult upon as part of our Strategic Planning Cycle and publish this under; **Have your Say**.

All major decisions are captured; documented and published through Cheshire Fire & Rescue Service Authority meetings and these can be accessed from the website.

## Evidence - evidence links ( any evidence held on local internal drives can be requested)

CFRS Website: Our vision  
<http://www.cheshirefire.gov.uk/About-us>

CFRS Website: Five Year Strategy  
<http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520>

CFRS Website: Current Integrated Risk Management Plan with links to previous plans  
<http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201819-plan/our-plans-for-201819>

Community Engagement Strategy  
[Corporate Documents 1732](#)

CFRS Website: Consultation Process  
<http://www.cheshirefire.gov.uk/about-us/consultation>

IRMP Consultation  
<http://www.cheshirefire.gov.uk/Assets/1/Cheshire-Fire-Authority-Draft-Annual-Action-Plan-2018-19-IRMP-15-Consultation-Report.pdf>

Feedback on outcomes of decisions of consultation  
[Minutes & agendas](#)

## Assurance – Where do you get assurances from?

Freedom of Information requests/register

Annual Report

Corporate Planning timetable published and complied

## B2 Engaging comprehensively with institutional stakeholders

*Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.*

*Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.*

*Ensuring that partnerships are based on:*

- *Trust*
- *A shared commitment to change*
- *A culture that promotes and accepts challenge among partners*

*And that the added value of partnership working is explicit.*

## How Cheshire Fire and Rescue Service complies with this sub principle

CFRS has a clear partnership policy and has developed and has commissioned the refreshing of the partnership toolkit to assist officers to engage with partners effectively. The organisation has both formal and informal partnerships, enabling resources to be shared and better outcomes for citizens

achieved. A register of partnerships is established to allow officers to identify any established relationships with potential partners for different projects, and recognises value in the need for partnership working, clear and robust partnership agreements and an understanding of joint outcomes.

CFRS has been a lead partner in significant sub-regional partnership programmes including Transforming Community Safety, which has been successful in establishing a range of multi-agency interventions to improve community safety across a number of work streams. The Service publishes proposed objectives and intended outcomes through our Corporate Plans.

Cheshire Fire & Rescue Service works in partnership with a range of organisations from private; public and also engaging the third sector. These partnerships ensure effective and collaborative delivery of services across Cheshire, Halton & Warrington. Governance for each partnership is put in place depending on the level of collaborative arrangements.

### **Blue Light Collaboration Programme**

A major collaboration programme aimed at protecting front line emergency services is nearing completion. The ambitious plans involved bringing together most of the back office and professional services which support Cheshire Fire and Rescue Service and Cheshire Constabulary and establishing a single, shared headquarters site at Clemonds Hey. Following bedding in period for the new structures and on-boarding of It systems it is anticipated that the programme will formally close in 2019.

The new joint Headquarters at Clemonds Hey has been jointly developed to ensure that the look and feel reflects the cultures of the combined organisations. The Fire Leadership Team are now located in their offices at Clemonds Hey.

### **Replacement of the Emergency Services Network (ESN)**

This network is due to be replaced through a National programme to a commercially based 4G network. Cheshire Fire & rescue Service have established local and regional project management to implement this change by the Autumn of 2020.

### **North West Fire Control (NWFC)**

Cheshire Fire & Rescue Service is part of a unique collaboration between four FRS partners. NWFC is run by a company owned by the four services delivering call handling and mobilisation services.

### **Primary Authority Scheme**

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

## Evidence - evidence links ( any evidence held on local internal drives can be requested)

Partnership policy - Local  
[Corporate Documents 236](#)

Transforming Community Safety - Local  
[Transforming Community Safety](#)

Primary Authority Scheme - Local

Partnerships (webpage)

[Partnerships](#)

[Volunteer Programme - Local](#)

Blue Light Collaboration Programme – Local

NWFC Performance Reports - Local

## Assurance – where do you get assurances from?

Internal Audit

Fire Authority

Compliance with Corporate Planning Timetable

Performance & Overview Committee – performance and partnership scrutiny

## B3 Engaging with individual citizens and service users effectively

*Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.*

*Ensuring that communication methods are effective and those members and officers are clear about their roles with regard to community engagement.*

*Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.*

*Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account.*

*Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.*

*Taking account of the impact of decisions on future generations of tax payers and service users.*

## How Cheshire Fire and Rescue Service complies to this sub principle

CFRS has a clear Consultation Strategy which sets out how and when it will consult with communities and other stakeholders. The Community Engagement Strategy sets out the guiding principles and how the Service will engage with its communities. The results of public consultations are published on the CFRS website.

Under the Freedom of Information Act 2000, the public can make FOI requests – all requests are published. The Authority produce a Publication Scheme which is a guide to information available to the public, where it can be found and whether it is free or subject to charge.

**Evidence - evidence links ( any evidence held on local internal drives can be requested)**

Consultation – Web page <a href="http://www.cheshirefire.gov.uk/about-us/consultation">http://www.cheshirefire.gov.uk/about-us/consultation</a>	Communication Strategy - Local <a href="#">Corporate Documents 1678</a>
Community Engagement - Local <a href="#">Corporate Documents 1732</a>	Results of IRMP Consultation <a href="http://www.cheshirefire.gov.uk/Assets/1/Cheshire-Fire-Authority-Draft-Annual-Action-Plan-2018-19-IRMP-15-Consultation-Report.pdf">http://www.cheshirefire.gov.uk/Assets/1/Cheshire-Fire-Authority-Draft-Annual-Action-Plan-2018-19-IRMP-15-Consultation-Report.pdf</a>
<a href="#">FOI Requests</a>	

**Assurance – where do you get assurances from?**

Feedback from stakeholder and consultation events  
Equality Impact Assessment  
Consultation Institute (2016)