

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

### PRINCIPLE E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

PRINCIPLE OWNER:  
SERVICE MANAGEMENT TEAM (SMT)  
DEMOCRATIC SERVICES

#### E1 Developing the entity's capacity

*Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness*

*Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently*

*Recognising the benefits of partnerships and collaborative working where added value can be achieved*

*Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources*

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

The Authority has commenced work on a 'Whole Service Review' to align the provision of services to future resources and priorities. This review is currently ongoing and will set the future direction of the Service for the period 2020-2024. The review will be developed using our CRM model and will be informed by incident data, risks, statistics, information sources and feedback, as well as the outlook for public finances. The whole service review will also incorporate and expand on previous reviews, including the crewing arrangements at Wilmslow and Penketh fire stations; the provision of the Authority's third aerial appliance and the second fire engine at Ellesmere Port. It will also include the outcomes of the review of the Protection department. While work will progress this year, the outcomes of this review will feature in the draft IRMP for 2020/2021, which will be subject to public consultation during the Autumn/Winter of 2019

Performance & Overview Committee provide oversight & scrutiny specifically around the financial position, performance indicators and key programme and project delivery. The Emergency Response Reviews have examined how the frontline response is operating and considers best use of resources taking into account capacity and response standards. As a result of ERP1 new stations were built to allow more efficient deployment of appliances and new duty systems have been implemented to ensure efficient use of staff resources. ERP2 examined deployment of staff and appliances and considering how to further improve efficiency whilst at the same time ensuring that frontline emergency response meets the standard required.

CFRS has an Efficiency Plan in place which is reviewed and adjusted annually. The plan has supported delivery and production of the Medium term Financial Strategy.

CFRS has entered into partnerships with local partners to deliver services more efficiently. For example, the service now forces entry where there is a concern for safety rather than the Police. There is also a pilot response to cardiac arrests being conducted where the service may reach a casualty quicker than an ambulance and be able to start resuscitation earlier to increase the chances of survival.

CFRS have collaborated with Cheshire Constabulary on some back office support function staff to establish joint teams that can provide a service to each organisation, thereby lowering support costs and improving resilience. Strategic benefits of partnerships are detailed in the Integrated Risk Management Plan (IRMP). These include the acknowledgement that some of the underlying issues which can increase the risk of fires and other emergencies such as drugs, mental health and alcohol misuse are in areas outside its immediate influence.

Each departmental plan includes a workforce planning section. This is all joined up strategically from the IRMP, through to key programmes e.g. ERP and BLC, there is overarching workforce strategy which is supported by departmental plans, these plans are measured, reviewed and scrutinised through the Performance & Project Board; and Performance & Overview Committee Quarterly.

The role of the joint Procurement team is to obtain best value for money, this means choosing the bid that offers the optimum combination of whole life costs and benefits to meet the customer's requirement. This is not necessarily the lowest initial price option and requires assessing the ongoing revenue/resource costs as well as the initial capital investment.

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

Performance & Overview Committee minutes and agendas / Quarterly performance/ budget monitoring and forecasting  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee>  
 Cheshire Fire Authority Constitution  
 Section 10: Financial Regulations  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution>

Efficiency Plan and Budget Assumptions  
[Efficiency Plan to 19-20](#)  
[Budget Assumptions to 19-20](#)  
 Service plans include workforce and succession planning  
<http://i.cheshirefire.gov.uk/organisational-structure/human-resources/workforce-planning/workforce-planning>  
 Procurement Strategy - Local  
 Workforce Planning Strategy - Local

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

Blue Light Collaboration Programme  
 Benchmarking  
 Performance & Overview Committee – Oversight and scrutiny of performance and projects  
 Fire Authority – Decision on IRMP Programmes & Projects  
 Internal Audit – Partnerships 2017

E2	<b>Developing the capability of the entity's leadership and other individuals</b>
<i>Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained</i>	
<i>Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</i>	
<i>Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads by implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and balance for the other's authority</i>	
<p><i>Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, policy and environmental changes and risks by:</i></p> <ul style="list-style-type: none"> <li>- <i>Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged</i></li> <li>- <i>Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</i></li> <li>- <i>Ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external</i></li> </ul>	
<i>Ensuring that there are structures in place to encourage public participation</i>	
<i>Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections</i>	
<i>Holding staff to account through regular performance reviews which take account of training or development needs</i>	
<i>Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing</i>	
<b>How Cheshire Fire and Rescue Service complies with this sub principle</b>	
<p>There are documented protocols governing relationships between Members and Officers. CFRS has a documented framework on how the Authority operates (including the Scheme of Delegation) how decisions are made, financial procedures to be followed, terms of reference for committee structures and contract rules making sure that these are fit for purpose, efficient, transparent and accountable to our communities.</p>	
<p>The roles and responsibilities of Members and senior officers are clearly defined. The role of Members is independent of management and provides the appropriate challenges, scrutiny and assurances through regular Member planning and committee structures.</p>	

CFRS was inspected by Her Majesties Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in the summer of 2018. There is no overall judgement; there are three separate judgements for the main questions of **Effectiveness**, **Efficiency** and **People**.

CFRS has been judged as follows:

- |                  |                              |
|------------------|------------------------------|
| a. Effectiveness | Good Overall                 |
| b. Efficiency    | Good overall                 |
| c. People        | Requires Improvement Overall |

CFRS has received a graded judgement on each of the three main and 11 sub-questions. Nine of the 11 questions have been graded “Good”, two graded as requiring improvement. There were no causes for concern highlighted; however HMICFRS did identify a few areas for improvement.

Departments are now evaluating the findings within the report and drawing up actions plans to address the identified areas for improvement, which will be shared with members and staff for feedback. Furthermore, the Service is looking for best practice within the other FRS reports published at the same time and the national summary report.

The Service provides inductions, leadership and development programmes tailored to individual needs. There are opportunities for Members and employees to acquire or improve their knowledge, development needs are identified through an annual appraisal process.

Members of the public are encouraged to participate by the attendance and Committee meetings which the public can request to attend, they are also consulted during development of the IRMP and have an opportunity to challenge the plans proposed.

The Authority’s statutory and other officers have the correct skills, resources and support necessary to perform effectively in their roles. These roles are key to the Service.

Operational training plays a vital role in ensuring the Service has skilled employees to be able to respond to incidents. An ambitious training and assessment process helps ensure maintenance of operational competence in role and employee safety.

There is a Health, Safety & Wellbeing Board that review and monitor health & wellbeing performance indicators.

Members are supported by a full member Development Programme.

There is a robust process in place for measuring and appraising senior officers including the Chief Fire Officer & Chief Executive. The Fire Authority is responsible for conducting the annual appraisal for the Chief Fire Officer & Chief Executive. CFRS have conducted a Gender Pay Gap which has been published on the external website.

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

Cheshire Fire Authority Constitution  
Section 8: Member Code of Conduct  
Section 7: Protocol on Member and Officer relations  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution>  
Cheshire Fire Authority - Composition and Responsibilities  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/roles-and-responsibilities>  
[Member Champions](#)  
[Gender Pay Gap Report](#)  
ERP Delivery Plan & PID - Local

Member Development Programme  
[Member Training & Development Programme](#)  
[Member Development Strategy 2017-18](#)  
Employees appraisal process including performance review and training needs  
<http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals>  
Excellence Equality Framework – Local  
[Aiming for excellence self-assessment report](#)  
[Performance Appraisals](#)  
Operational Training Plan/Strategy – Local

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

Fire Operational Peer Review 2012  
Preparation for HMICFRS Inspection in July 2018  
Utilisation of research and benchmarking exercises  
Fire Authority – Brigade Managers Pay  
Performance & Overview Committee  
Governance & Constitution Committee  
Health, Safety & Wellbeing Board