

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

PRINCIPLE D: Determining the interventions necessary to optimise the achievement of the intended outcomes

PRINCIPLE OWNER(S):
CORPORATE COMMUNICATIONS
TRANSFORMATION
PROTECTION & ORGANISATIONAL ASSURANCE

D1 Determining interventions

Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided.

Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future assets.

How Cheshire Fire and Rescue Service complies to this sub principle

The IRMP is developed by considering current trends and issues, and projecting future demand and resources available. The Business Intelligence Team provide the data to support the decision making process. Any new activity is commissioned through a business case process which considers benefits and risk against spend.

Feedback on outcomes of consultations and decisions made following consultation about planned activity as detailed in the annual IRMP is discussed at Member meetings before decisions are made to go ahead with plans.

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

Medium Term Financial Plan
<http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016>
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 - Local
[Minutes & agendas](#)
IRMP Plan
<http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201819-plan/our-plans-for-201819>
[Corporate Planning Timetable – Local](#)

Assurance – where do you get assurances from?

IRMP Programme Board (programmes and projects)
Fire Authority
Internal Audit

D2 Planning interventions

Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets

Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered

Considering and monitoring risks facing each partner when working collaboratively, including shared risks

Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances

Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured

Ensuring capacity exists to generate the information required to review service quality regularly

Preparing budgets in accordance with objectives, strategies and the medium financial plan

Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy

Safe and Well programme formerly Home Fire Safety Assessments (H S A) is developed to provide fire and medical guidance to target the most vulnerable in the community, The national success and proactive intervention work undertaken has received praise from the Cabinet office. There is a call for the wider role of the fire and rescue service to be recognised and used to support the broader health agenda.

How Cheshire Fire and Rescue Service complies with this sub principle

CFRS produces an annual Integrated Risk Management Plan (IRMP) that sets out the plans and priorities that supports the five year strategy. Each department produces an annual departmental plan detailing the activity that supports the delivery of the Service and any key projects. Progress against these plans is regularly monitored and reported quarterly to Performance & Overview Committee. Quarterly reports also include performance against targets set against KPIs as well as financial and project performance.

CFRS use a corporate planning cycle to provide a robust planning process that cover strategies and operational priorities and plans

CFRS actively seeks feedback from both internal and external stakeholders on the proposed activity for each year through the IRMP consultation process. Feedback is collated and presented to Members when the draft IRMP plan is presented for discussion.

In partnerships and collaborations, risks to each partner are considered. Relevant governance models are put in place.

Progress against planned activity and projects is monitored and risks are reviewed regularly. If the circumstances in which the Service operates changes, activity can be adapted accordingly. Decisions affecting Service delivery is delegated to Officers in order to ensure they are able to react to changing circumstances quickly.

Key performance indicators are set as part of the planning process and reported on every quarter. A Corporate Scorecard is produced showing performance against each of the KPIs. The corporate scorecard is published on the public website and the annual report is also produced detailing the activity and performance of the Service.

KPI data is generated from various internal systems and analysed by the Business Intelligence Team. The Team work closely with the Prevention, Protection and Service Delivery Teams to provide data and analysis that highlights any current issues or emerging trends so that activity can be targeted or resources deployed effectively.

Budgets are prepared in accordance with the priorities set out in the IRMP and with the medium term financial plan which integrates and balances priorities, affordability and other resources. This ensures the budget process is all-inclusive, taking into account all costs of operations over the medium and long term.

Performance against budgets is monitored by the Performance and Programme and Budget management Boards which examines the progress against planned activity and spend against set budgets.

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

Draft Five Year Strategy

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

IRMP Consultation report

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

<p>IRMP Plan http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201819-plan/our-plans-for-201819</p> <p>Medium Term Financial Plan http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016 (see item 2 Appendices 1 to 7) Statement of accounts http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</p>	<p>Corporate Planning process and timelines - Local Corporate Scorecard Risk Management Policy 3131 - Local Safe & Well Programme</p>
<p>Assurance – where do you get assurances from?</p>	
<p>Audits Performance Management Group Performance & Overview Committee Risk Management Board</p>	

<p>D3</p>	<p>Optimising achievement of intended outcomes</p>
<p><i>Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</i></p>	
<p><i>Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</i></p>	
<p><i>Ensuring the medium financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage</i></p>	
<p><i>Ensuring the achievement of “social value” through service planning and commissioning</i></p>	
<p>How Cheshire Fire and Rescue Service complies with this sub principle</p>	
<p>Service plans demonstrate consideration to social value. A number of programmes have achieved social value for example new fire station build programme (ERP1) the appointed contractor ISG made some achievements through commissioning jobs/apprenticeship programmes.</p> <p>The Authority has a medium term financial strategy which directs the medium term financial planning and budget processes.</p> <p>Safe & Well Programme The Authority also demonstrates social value through the expansion of the Home Safety visits to include a wider remit to support the broader health</p>	

agenda. CFRS supports this national programme of work by assisting/supporting the health agenda.

CFRS recognise and support the Public Contract Regulation, Public Services (Social Value) Act 2012 and the Modern Day Slavery Act 2015 as part of the procurement of Goods.

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

[Medium Term Financial Plan](#)

[Medium term financial Strategy](#)

<http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016>

(see item 2 Appendices 1 to 7)

[People Strategy BLC - Local](#)

[Scheme of Delegation](#)

[Financial Regulations](#)

[Performance Appraisals – Local](#)

[Safe & Well Visits](#)

[Social Value Act 2012](#)

[Modern Day Slavery Act 2015](#)

Assurance – where do you get assurances from?

Family Group 4 (FG4)

CFOA – Sharing of best practice

Performance & Overview Committee – Safe & Well Scrutiny