

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

<b>PRINCIPLE A:</b> Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law	
<b>OWNER: LEGAL &amp; DEMOCRATIC SERVICES</b>	
<b>A1</b>	<b>Behaving with integrity</b>
<b>A1.1</b>	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.
<b>A1.2</b>	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the seven principles of Public Life (the Nolan principles).
<b>A1.3</b>	Leading by example and using the above standard operating principles or values as a framework for decision making and other actions.
<b>A1.4</b>	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>Cheshire Fire and Rescue Service (CFRS) has developed a set of core values setting out the Authorities expectations with respect to attitudes, behaviour and culture which is expected of everyone associated with the Service.</p> <ul style="list-style-type: none"> <li>• <b>Aiming for excellence:</b> Constantly seeking ways to improve the things that we do and the way that we do them</li> <li>• <b>Developing and respecting our people:</b> Valuing our people and constantly developing their diverse range of talents, learning from all that we do</li> <li>• <b>Delivering our promises:</b> Acting with integrity and taking personal responsibility for making the right thing happen</li> <li>• <b>Putting customers first:</b> Ensuring that our people and communities are at the heart of all that we do, striving to meet their differing needs and expectations</li> <li>• <b>Promoting equality and diversity:</b> Embracing diversity and finding ways to improve our services and the safety and prospects for individuals and communities</li> <li>• <b>Working together:</b> Working in partnership with others for the future of Cheshire and its citizens</li> <li>• <b>Communicating shared values with Members, staff &amp; Partners</b></li> <li>• <b>Ensure Members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</b></li> <li>• <b>Ensure that statutory officers, other key post holders &amp; members are able to fulfill their responsibilities</b></li> </ul> <p>Supporting these Core Values are the Codes of Conduct for employees and Members. The Codes of conduct are supported by a comprehensive framework of processes and procedures.</p> <p>A whistle blowing Policy is in place, along with a free confidential helpline ‘Safecall’ to support staff.</p> <p>Performance Appraisal and Development Reviews are carried out twice a year and the process and systems are reviewed regularly to ensure it</p>	

remains fit for purpose.

**Evidence**

Cheshire Fire and Rescue Service Core Values <a href="http://www.cheshirefire.gov.uk/about-us/core-values">http://www.cheshirefire.gov.uk/about-us/core-values</a> Performance Appraisals Whistle Blowing Policy <a href="#">Corporate Documents 1212</a>	Cheshire Fire Authority Constitution - Member Code of Conduct <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a> <a href="#">Service Core Values</a>
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**Assurance**

Cheshire Fire Authority  
Internal Audit Strategy  
Governance and Constitution Committee  
Job Descriptions Statutory Officers  
Performance Appraisals (Members and staff)

<b>A2</b>	<b>Demonstrating strong commitment to ethical values</b>
<b>A2.1</b>	Seeking to establish, monitor and maintain the organisations ethical standards and performance.
<b>A2.2</b>	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisations culture and operation.
<b>A2.3</b>	Developing and maintaining robust policies and procedures which emphasis on agreed ethical values and performance.
<b>A2.4</b>	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation.

**How Cheshire Fire and Rescue Service complies**

CFRS core values are underpinned by policies that include the Employee Code of Conduct and the Cheshire Fire Authority (CFA) Constitution which includes the Member Code of Conduct, The Anti- Fraud and Corruption Policy and the Anti-Bribery Policy.

The Governance and Constitution Committee is responsible for ensuring that the Fire Authority discharges its functions in accordance with the legislation that applies to Local Government and assists the Authority in promoting and maintaining high standards of ethical behaviour.

Agree values in partnership working are promoted.

Procuring goods and services - All potential contractors are required to provide detailed information at the prequalification stage of the tendering process, which will then form part of the selection process. A procurement Equality Impact Assessment is undertaken to identify areas of compliance.

Evidence	
<p>Employee Code of Conduct <a href="#">Corporate Documents 1212</a></p> <p>Cheshire Fire Authority Constitution - Member Code of Conduct <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Anti-fraud and Corruption Policy <a href="#">Corporate Documents 1250</a></p> <p>Anti-Bribery Policy <a href="#">Corporate Documents 1871</a></p> <p>Dignity at Work Policy <a href="#">Corporate Documents 1213</a></p> <p>Protocol for acceptance of Gifts &amp; Hospitality <a href="http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf">http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf</a></p> <p>Whistle Blowing Policy <a href="#">Corporate Documents 1212</a></p>	<p>Governance &amp; Constitution Committee <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee</a></p> <p>Constitution: Section 10: Financial Regulations <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Procurement and Contract standard terms and conditions <a href="#">Standard Terms and Conditions of Purchase for Goods and Services</a></p> <p>Suppliers Guide <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement">http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement</a></p> <p>Complaints Register – Local Drive</p>
Assurance	
<p>Performance Appraisals (Member and Employees) Member scrutiny/feedback Safe Call (logged complaints) Internal/External Audit Member/Officer Protocol</p>	
A3	Respecting the rule of law
<b>A3.1</b>	Ensuring members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations.
<b>A3.2</b>	Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.

<b>A3.3</b>	Striving to optimise the use of full powers available for the benefit of citizens, communities and other stakeholders.
<b>A3.4</b>	Dealing with breaches of legal and regulatory provisions effectively.
<b>A3.5</b>	Ensuring corruption and misuse of power are dealt with effectively.
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>There are established frameworks of processes, protocols and policies and operating procedures in place to enable employees and members to understand their roles and responsibilities and manage activity within the law.</p> <p>The Authority utilises its legal powers to benefit the community, promoting fire safety across the community. Enforcement activity in relation to fire safety legislation around non-domestic premises is an area of activity for which the Authority has a duty to enforce. <b>(CHECK!)</b> The Authority publishes on the CFRS website the level of fire protection activity and the impact that activity has had.</p> <p>There is an Anti-Fraud and Corruption Policy and an Anti-Bribery Policy in place to prevent and deal with any potential opportunities for misuse of power.</p> <p>CFRS complies with the National Framework and Code of Corporate Governance which supports the Statement of Assurance.</p> <p>The role of Monitoring Officer and Chief Financial Officer provides required checks and balances.</p> <p>The Authority complies with the guidance issued by CIPFA entitled 'Statement on the Role of the Chief Financial Officer in Local Government (2016)'. Cheshire Fire &amp; Rescue Service has protocols in place that provide a guide to good working relationships between Officers and members. The protocol defines the respective roles of Officers and members and principles governing conduct to support the excellent working relationship between members and Officers at CFRS.</p> <p>The Authority delegates powers to the Chief Fire Officer/Chief Executive along with the Head of Finance/Treasurer and Director of Legal &amp; Democratic Services/Monitoring Officer to ensure efficient functioning of the Service utilising the Scheme of Delegation. The Scheme complies with the Accounts and Audit regulations 2015 and details the powers and responsibilities allocated to the key roles.</p> <p>The Authority maintains an information security policy which exists to protect Authority information against any type of accidental loss, damage or abuse, including relating to its staff as well as third party clients and partners. In addition it maintains a safeguard to ICT systems that process, store, display and transmit information. The Head of Legal &amp; Democratic Services is the Authority's Senior Information Risk Officer (SIRO), and is responsible for the effective implementation of a consistent framework for management of information security across the Authority.</p> <p>The Director of Legal &amp; Democratic Services/Monitoring Officer has a specific role to ensure that the Authority, Officers and members maintain high</p>	

standards of conduct when representing VFRS. The Director of Legal & Democratic Services/Monitoring Officer monitors and maintains the Authority's constitution.

**Evidence**

Monitoring Officer Role to ensure lawfulness and fairness of decision making  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution>

Statement of Assurance  
<http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-assurance>

[Members Handbook and Strategy](#)

Fire Safety Enforcement  
[Fire safety enforcement](#)

Anti-fraud and Corruption Policy  
[Corporate Documents 1250](#)

Anti-Bribery Policy  
[Corporate Documents 1871](#)

[Information Management Policy](#)

**Assurance**

Statutory Officers (Monitoring and 151 officer)  
 Governance & Constitution Committee  
 Internal/external Audit

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

**OWNER: CORPORATE COMMUNICATIONS**

B1	Openness
<b>B1.1</b>	Ensuring an open culture through demonstrating, documenting and communicating the organisations commitment to openness.
<b>B1.2</b>	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.
<b>B1.3</b>	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.

<b>B1.4</b>	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>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 service 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.</p> <p>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.</p> <p>All major decisions are captured; documented and published through Cheshire Fire &amp; Rescue Service Authority meetings and these can be accessed from the website.</p>	
<b>Evidence</b>	
<p>CFRS Website: Our vision <a href="http://www.cheshirefire.gov.uk/About-us">http://www.cheshirefire.gov.uk/About-us</a></p> <p>CFRS Website: Five Year Strategy <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520</a></p> <p>CFRS Website: Current Integrated Risk Management Plan with links to previous plans <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201516-plan">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201516-plan</a></p>	<p>Community Engagement Strategy <a href="#">Corporate Documents 1732</a></p> <p>CFRS Website: Consultation Process <a href="http://www.cheshirefire.gov.uk/about-us/consultation">http://www.cheshirefire.gov.uk/about-us/consultation</a></p> <p>IRMP Consultation <a href="http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf">http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf</a></p> <p>Feedback on outcomes of decisions of consultation <a href="#">Minutes &amp; agendas</a></p>
<b>Assurance</b>	
<p>Freedom of Information requests/register</p> <p>Annual Report</p> <p>Corporate Planning timetable published and complied</p>	

<b>B2</b>	<b>Engaging comprehensively with institutional stakeholders</b>
<b>B2.1</b>	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.
<b>B2.2</b>	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.
<b>B2.3</b>	<p>Ensuring that partnerships are based on:</p> <ul style="list-style-type: none"> <li>• Trust</li> <li>• A shared commitment to change</li> <li>• A culture that promotes and accepts challenge among partners</li> </ul> <p>And that the added value of partnership working is explicit.</p>
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>CFRS has a clear partnership policy and has developed and is in the process of refreshing 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.</p> <p>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.</p> <p>The Service publishes proposed objectives and intended outcomes through our Corporate Plans.</p> <p>Cheshire Fire &amp; 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 &amp; Warrington. Governance for each partnership is put in place depending on the level of collaborative arrangements.</p> <p><b>Blue Light Collaboration Programme</b></p> <p>A major collaboration programme aimed at protecting front line emergency services is well underway. The ambitious plans involve 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 by April 2018.</p> <p>The Blue Light Collaboration programme, was approved by Cheshire Fire Authority and the Cheshire Police and Crime Commissioner in 2015, is ongoing and will still involve a move to a single joint headquarters and the merging of a number of support functions from both organisations.</p> <p>“Originally, it was also proposed that operational fire training would also move to the new joint headquarters. However, following an in-depth review</p>	

and costing exercise, the Fire Authority has agreed that training should continue to be delivered from its current location at Sadler Road. Also in a bid to ensure that our firefighters get the very best training possible to keep them and our communities safe they also agreed that the current facilities could be significantly enhanced."

The new joint headquarters at Clemonds Hey is in the process of being jointly developed to ensure that the look and feel reflects the cultures of combined organisations.

### 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 2019.

#### Evidence

Partnership policy  
[Corporate Documents 236](#)

Partnerships (webpage)  
[Partnerships](#)

Transforming Community Safety  
[Transforming Community Safety](#)

[Volunteer Programme](#)  
[Blue Light Collaboration Programme](#)

#### Assurance

Internal Audit  
 Fire Authority  
 Compliance with Corporate Planning Timetable

#### B3 Engaging with individual citizens and service users effectively

**B3.1** 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.

**B3.2** Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.

**B3.3** Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.

**B3.4** Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account.

**B3.5** Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.

**B3.6** Taking account of the impact of decisions on future generations of tax payers and service users.



How Cheshire Fire and Rescue Service complies	
<p>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.</p>	
Evidence	
Consultation – Web page <a href="http://www.cheshirefire.gov.uk/about-us/consultation">http://www.cheshirefire.gov.uk/about-us/consultation</a>	Communication Strategy <a href="#">Corporate Documents 1678</a>
Community Engagement <a href="#">Corporate Documents 1732</a>	Results of IRMP Consultation <a href="http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf">http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf</a>
Assurance	
Feedback from stakeholder and consultation events Equality Impact Assessment Consultation Institute (2016)	

PRINCIPLE C: Defining outcomes in terms of sustainable economic, social and environmental benefits	
<b>OWNERS: CORPORATE COMMUNICATIONS</b> <b>FINANCE</b>	
C1	Defining Outcomes
<b>C1.1</b>	Having a clear vision, which is in an agreed formal statement of the organisation’s purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation’s overall strategy, planning and other decisions.
<b>C1.2</b>	Specifying the intended impact on, or changes for stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.
<b>C1.3</b>	Delivering defined outcomes on a sustainable basis within the resources that will be available.
<b>C1.4</b>	Identifying and managing risks to the achievement of outcomes.
<b>C1.5</b>	Managing service users’ expectations effectively with regard to determining priorities and making the best use of the resources available.

## How Cheshire Fire and Rescue Service complies

Our vision is a Cheshire where there are no deaths, injuries or damage from fires and other emergencies. The five year strategy explains the approach the authority will take to support this vision, given the context in which the service operates, and the annual Integrated Risk Management Plan sets out the planned activity to deliver and achieved the intended outcomes.

The annual IRMP plan specifies which activity will take place in each year, what the result will be and when there may be an impact. Performance indicators are given, setting out the projected performance and reported to Members and the public in line with the approved Corporate planning and reporting timelines. The Service approach to risk is explained in our risk management policy which is reviewed annually and risks to key projects are outlined through the project management framework.

Production of the Annual Governance Statement (AGS) which is clearly written and easy to navigate.

The Authority has a five strategy 2015-20 which sets out some of choices and challenges facing Cheshire Fire Authority over the next five years and outlines the approach and principles it will adopt to ensure it does not compromise on its commitment to protect local communities, reduce risk and maintain firefighters' safety.

The Authority holds quarterly performance scrutiny meetings with members of Performance & Overview Committee who challenge the performance linked to risk, contributing to achievement of outcomes.

To support the consultation of five year strategy, the Service also conducted an extensive Public Satisfaction Survey in September 2014 which was carried out by an independent research company. The survey sought the views of over 800 Cheshire residents on a range of proposals which formed the basis for the draft Five Year Strategy.

## Evidence

Our vision

<http://www.cheshirefire.gov.uk/About-us>

Five Year Strategy

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

Performance scorecard and dashboard

[Corporate Scorecard](#)

[Medium term financial strategy](#)

Integrated Risk Management Action Plan (IRMP)

<http://www.cheshirefire.gov.uk/Assets/1/IRMP13-web.pdf>

Risk Management Framework

[Risk Management Framework 3131](#)

[Five Year Strategy 2015/20 – Consultation report](#)

[Public Satisfaction Survey and Presentation](#)

## Assurance

Internal/External Audit  
 Performance Management Group  
 Annual Report  
 Quarterly performance reporting to Performance & Overview Committee  
 Stakeholder feedback  
 Five Year Strategy  
 Five Year Strategy Consultation Report  
 Integrated Risk Management Plan (IRMP)

<b>C2</b>	<b>Sustainable economic, social and environmental benefits</b>
<b>C2.1</b>	Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision.
<b>C2.2</b>	Taking a longer term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation’s intended outcomes and short-term factors such as the political cycle or financial constraints.
<b>C2.3</b>	Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.
<b>C2.4</b>	Ensuring fair access to services.

**How Cheshire Fire and Rescue Service complies**

All activities, policies and reports are accompanied by environmental and financial impact assessments.

Capital investment is structured and future proofed in relation to resources.

Carbon reduction targets support the Environment and Sustainability Strategy.

Discussions take place between Members and Officers on the information flow/needs required to support decision making. Cheshire Fire and Rescue Service is committed to promoting equality and diversity. CFRS aims to identify, understand, and eliminate all barriers that prevent access to services, information, and employment. The services delivered are risk based according to the needs of particular groups.

The Service achieved Levels 3 and 4 under the former Local Government Equality Standard and achieved Excellence under the new Equality Framework in 2011 and is aiming to be re-accredited as Excellent in 2017. In 2017 a new Equality & Inclusion Strategy 2017-20 was approved for publication. The organisation uses a number of external accreditations to benchmark and affirm its commitment to equality – including the Stonewall Workplace Equality Index and the Disability Confident scheme. It is also a Mind Blue Light Programme champion. The Authority launched a new Equality, Diversity and Inclusion strategy 2017-2020 in April 2017.

Evidence	
<a href="http://www.cheshirefire.gov.uk/about-us/environment">Environment and Sustainability Strategy 2015 - 2020</a> <a href="#">Environmental Policy</a> <a href="#">Medium Term Financial Plan</a> <a href="#">Committee meetings minutes</a>	<a href="#">Equality Self Assessment Document (new window PDF 2.7 MB)</a> <a href="#">Corporate Equalities and Inclusion Strategy 2014 - 2016 (new window, PDF 1503KB)</a> <a href="#">Equalities and Inclusion Action Plan 2014 - 2016 (new window, PDF 210KB)</a> Equality & Inclusion Strategy 2017-20 <a href="#">Stonewall Top Employers 2016</a>
Assurance	
Have your say – Consultation and stakeholder feedback. Risk Management Benchmarking Exercise – 2016 ALARM Fire Authority (decisions recorded) Budget reporting Consultation institute 2016	

PRINCIPLE D: Determining the interventions necessary to optimise the achievement of the intended outcomes	
OWNER: CORPORATE COMMUNICATIONS	
D1	Determining interventions
D1.1	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.
D1.2	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	
<p>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.</p> <p>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.</p>	
Evidence	
<p>Medium Term Financial Plan  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a></p> <p>IRMP Consultation  <a href="http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf">http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf</a></p>	<p>Feedback on outcomes of decisions of consultation  <a href="#">Minutes &amp; agendas</a></p> <p>IRMP Plan  <a href="http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516">http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516</a></p> <p><a href="#">Corporate Planning Timetable</a></p>
Assurance	
<p>IRMP Programme Board (programmes and projects)            Fire Authority            Internal Audit</p>	
D2	Planning interventions
D2.1	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets
D2.2	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
D2.3	Considering and monitoring risks facing each partner when working collaboratively, including shared risks
D2.4	Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances
D2.5	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

<b>D2.6</b>	Ensuring capacity exists to generate the information required to review service quality regularly
<b>D2.7</b>	Preparing budgets in accordance with objectives, strategies and the medium financial plan
<b>D2.8</b>	Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy
<b>How Cheshire Fire and Rescue Service complies</b>	

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 projects. Progress against the 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 performance.

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 an 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 and Protection Team and the Service Delivery Team 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 Board which examines the progress against planned activity and spend against set budgets.

## Evidence

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/IRMP-12-Consultation-Report-Final.pdf>

<p>IRMP Plan  <a href="http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516">http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516</a></p> <p>Medium Term Financial Plan  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a>          (see item 2 Appendices 1 to 7)  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">Statement of accounts</a>  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a></p>	<p><a href="#">Corporate Planning process and timelines</a></p> <p><a href="#">Corporate Scorecard</a></p> <p><a href="#">Risk Management Policy 3131</a></p>
<p><b>Assurance</b></p>	
<p>Audits          Performance Management Group          Performance &amp; Overview Committee          Risk Management Board</p>	
<p><b>D3</b></p>	<p><b>Optimising achievement of intended outcomes</b></p>
<p><b>D3.1</b></p>	<p>Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</p>
<p><b>D3.2</b></p>	<p>Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</p>
<p><b>D3.3</b></p>	<p>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</p>
<p><b>D3.4</b></p>	<p>Ensuring the achievement of “social value” through service planning and commissioning</p>
<p><b>How Cheshire Fire and Rescue Service complies</b></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/apprenticeships.</p>	



Evidence	
<a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">Medium Term Financial Plan</a> <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a> (see item 2 Appendices 1 to 7) <a href="#">People Strategy BLC</a>	<a href="#">Scheme of Delegation</a> <a href="#">Financial Regulations</a> <a href="#">Performance Appraisals</a>
Assurance	
Family Group 4 (FG4) CFOA – Sharing of best practice	

PRINCIPLE E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it	
OWNER: SERVICE MANAGEMENT TEAM (SMT)	
E1	Developing the entity’s capacity
E1.1	Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness
E1.2	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
E1.3	Recognising the benefits of partnerships and collaborative working where added value can be achieved
E1.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources
How Cheshire Fire and Rescue Service complies	
<p>Cheshire Fire and Rescue have carried out regular value for money reviews across the service and restructured as a result of those reviews, ensuring that efficiency is maintained and the service is delivered effectively.</p> <p>CFRS has an Efficiency Plan in place which is reviewed and adjusted annually.</p> <p>The Emergency Response Reviews have examined how the frontline response is operating and considers best use of resources taking into account</p>	

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 is re-examining 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 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 are in the process of collaborating some back office support function staff with Cheshire Constabulary to establish joint teams that can provide a service to each organisation, thereby lowering support costs and improving resilience.

Each departmental plan includes a workforce planning section.

The role of Procurement in CFRS 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

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>

#### Assurance

Blue Light Collaboration Programme  
 Benchmarking  
 Performance & Overview Committee

#### E2 Developing the capability of the entity's leadership and other individuals

**E2.1** 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

<b>E2</b>	<b>Developing the capability of the entity's leadership and other individuals</b>
<b>E2.2</b>	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body
<b>E2.3</b>	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
<b>E2.4</b>	<p>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:</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- 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</li> <li>- Ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external</li> </ul>
<b>E2.5</b>	Ensuring that there are structures in place to encourage public participation
<b>E2.6</b>	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections
<b>E2.7</b>	Holding staff to account through regular performance reviews which take account of training or development needs
<b>E2.8</b>	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
<b>How Cheshire Fire and Rescue Service complies</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 provide the appropriate challenges, scrutiny and assurances through regular Member planning and committee structures.</p> <p>The Service provides inductions, leadership and development programmes tailored to individual needs. There are opportunities for Members and</p>	

<b>E2 Developing the capability of the entity's leadership and other individuals</b>	
<p>employees to acquire or improve their knowledge, development needs are identified through an annual appraisal process.</p> <p>The Authority's statutory and other officers have the correct skills, resources and support necessary to perform effectively in their roles.</p> <p>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.</p>	
<b>Evidence</b>	
<p>Cheshire Fire Authority Constitution Section 8: Member Code of Conduct Section 7: Protocol on Member and Officer relations <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Cheshire Fire Authority - Composition and Responsibilities <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/roles-and-responsibilities">http://www.cheshirefire.gov.uk/about-us/fire-authority/roles-and-responsibilities</a></p> <p><a href="#">Member Champions</a></p>	<p>Member Development Programme <a href="#">Member Training &amp; Development Programme</a></p> <p>Member Development Strategy 2017-18</p> <p>Employees appraisal process including performance review and training needs <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals</a></p> <p>Excellence Equality Framework <a href="#">Aiming for excellence self-assessment report</a></p> <p>Performance Appraisals</p>
<b>Assurance</b>	
<p>Fire Operational Peer Review 2012 Utilisation of research and benchmarking exercises</p>	

<b>PRINCIPLE F: Managing risks and performance through robust internal control and strong public financial management</b>
<b>OWNER: PLANNING &amp; PERFORMANCE</b>

<b>F1</b>	<b>Managing risk</b>
<b>F1.1</b>	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
<b>F1.2</b>	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively
<b>F1.3</b>	Ensuring that responsibilities for managing individual risks are clearly allocated
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>There is a Risk Management Framework which is embedded throughout the organisation and is applied to projects, programmes or any planned departmental activity. All Corporate risks are reviewed quarterly at Risk Management Board (RMB). The organisation is also a member of ALARM which provides opportunities for benchmarking and sharing best practice.</p> <p>There is an established network of Risk Champions who promote good practice and ensure that risk is to continually raise locally as part of the regular team meetings.</p> <p>Members and officers at all levels of the Authority recognise that risk management is part of their jobs. An owner is allocated to risks on the risk register and they are responsible for regularly reviewing and managing the risks to which they are allocated. Risk training is scheduled as part of the member development and induction programmes.</p> <p>Health and Safety risks are robustly managed via the Health and Safety Policies and Procedures and by the application of Standard Operating Procedures which are regularly reviewed and updated as necessary.</p> <p>The service is also part of the Family Group 4 community which provides opportunities for sharing best practice and benchmarking against other Fire &amp; Rescue Services with similar demographics.</p>	
<b>Evidence</b>	
Risk Management Framework <a href="#">Risk Management Framework - Cop docs 3131</a>	Health and Safety Policies and Procedures <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/health-safety-and-welfare">http://www.cheshirefire.gov.uk/about-us/organisational-structure/health-safety-and-welfare</a>
Corporate/Departmental Risk Registers <a href="#">Cheshire Planning System</a>	ALARM Risk Management Benchmarking Report 2016
<b>Assurance</b>	
Performance Management Group Internal/External Audits	

F2	Managing Performance
F2.1	Monitoring service delivery effectively including the planning, specification, execution and independent post implementation review
F2.2	Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook
F2.3	Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (or for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making
F2.4	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement
F2.5	Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>Service delivery is monitored via a suite of performance indicators which are produced quarterly. Individual projects and programmes are controlled via the CFRS Project Management Framework which includes standards for specifying, planning, implementing and reviewing projects. Large projects are subject to a Post Implementation Review, all projects are subject to a Closedown process which includes a review of the benefits achieved compared to the forecast benefits. Monitoring or programmes and projects is the responsibility of Performance &amp; Projects Group</p> <p>CFRS Five Year Strategy and annual Integrated Risk Management Plan includes consideration of the current performance of the Service, the predicted future demand for the Service and the context in which the Service is operating. A PESTELLO analysis is carried out annually to identify any risks and issues which may affect delivery of plans.</p> <p>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>Performance against plans and against performance indicators is monitored and reported quarterly. The Service produces Annual Performance Reports</p>	

which are distributed publicly and published on the CFRS website.

The Service is part of the National Family Group 4 forum which comprises of Fire & Rescue Services which have the same demographics as CFRS. The Service uses this as a means of benchmarking and improvement in Performance Management,

Minutes of committee meetings are published on the CFRS public website.

A reporting structure is in place which tracks decisions and actions at all Committees.

## Evidence

Cheshire Fire Authority Constitution

<http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution>

Governance and Constitution Committee

<http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee>

Performance and Overview Committee

<http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee>

Policy Committee

<http://www.cheshirefire.gov.uk/about-us/fire-authority/policy-committee>

Annual Reports

<http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report>

Performance and Overview Committee agendas and minutes

<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>

Annual Governance Statement

## Assurance

ToR for Committee Structures

Governance & Constitution Committee

Internal Audit

Performance & Projects Group

<b>F3</b>	<b>Robust internal control</b>
<b>F3.1</b>	Aligning the risk management strategy and policies on internal control with achieving objectives
<b>F3.2</b>	Evaluating and monitoring risk management and internal control on a regular basis
<b>F3.3</b>	Ensuring effective counter fraud and anti-corruption arrangements are in place
<b>F3.4</b>	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor
<b>F3.5</b>	Ensuring an audit committee or equivalent group/function, which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> <li>- Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment</li> <li>- That its recommendations are listened are listened to and acted upon .</li> </ul>
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>Integrated Risk Management Plan (IRMP) aligns and prioritised risk to our corporate objectives. CFRS have a corporate planning process and reporting cycle to monitor progress against our aims and objectives.</p> <p>There is an established Risk Management Framework which is embedded throughout the organisation. CFRS has participated in the ALARM benchmarking exercise to establish how risk management arrangements compare to comparator authorities. The Risk Management Policy is reviewed annually by the Risk Management Board and the Risk Management Practitioners Guide is reviewed annually by the Risk Champions Network.</p> <p>There are policies in place relating to conduct of employees and anti-corruption.</p> <p>Representatives from the Internal Audit Team attend Risk Management Board, and risk management arrangements are reviewed by the internal auditors annually. The submission to the ALARM benchmarking exercise 2016 was reviewed by internal audit to provide additional assurance that the evidence provided was both appropriate and robust.</p> <p>The Governance and Constitution Committee provide additional assurance with regards risk management arrangements and control. Agendas and minutes are published on the CFRS website to provide public assurance.</p>	



Evidence	
Risk Management Framework <a href="#">Risk Management Framework - Cop docs 3131</a>	Anti-Bribery Policy <a href="#">Corporate Documents 1871</a>
Anti-Fraud & Corruption Policy <a href="#">Corporate Documents 1250</a>	<a href="#">Governance and Constitution Committee - Cheshire Fire and Rescue Service</a>  <a href="#">Corporate planning process</a>
Assurance	
Risk Management Benchmarking Exercise 2016 Internal/External Audits Compliance with code of practice on managing Fraud and Corruption (CIPFA 2014)	
F4	Managing data
<b>F4.1</b>	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data
<b>F4.2</b>	Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies
<b>F4.3</b>	Reviewing and auditing regularly the quality and accuracy of data used in decision making performance monitoring
How Cheshire Fire and Rescue Service complies	
<p>There is an information Asset register and Information Risk Register in place which is maintained by the Information manager.</p> <p>Policies are in place to ensure both personal information is safely and appropriately handled, processed and shared/meets standard of the IG toolkit level 2 or greater. The Authority has Data Breach handling processes in place and the information manager maintains a data breach register. Data sharing processes are also in place including Privacy Impact Assessments and formal data sharing agreements. CFRS have developed e-learning modules (data Protection, and Protecting Information) - completion of both these modules are mandatory, enforced and monitored. An assurance framework for Information Governance has been developed.</p> <p>The Senior Information Risk Officer (SIRO) is ultimately responsible for ensuring that the Service meets appropriate information management standards, through proper governance and scrutiny. The SIRO may commission audits where there are concerns or to provide management with assurance of standards.</p>	

The Information Manager is responsible for providing policies, training and support to Departments, and monitoring reporting standards, Heads of Department are the information owners (IOs) and responsible for the management, security and standards of their department information. Business Intelligence is regularly provided on performance and incident data to influence strategy and decision making.

**Evidence**

Information Security Policy  
[Corporate Documents 1255](#)

Information Sharing Toolkit  
[Corporate Documents 1551](#)

Handling Information Requests  
[Corporate Documents 3289](#)

Firelink MDT Information Security  
[Firelink MDT Security 1805](#)

Information Management Policy  
[Corporate Documents 1074](#)

[Statement of Assurance](#)

**Assurance**

Information Commissioner Audit  
 Internal/External Audit  
 Statement of Assurance

**F5 Strong public financial management**

**F5.1** Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance

**F5.2** Ensuring well-developed financial management is integrated at all levels of planning and control including management of financial risks and controls

**How Cheshire Fire and Rescue Service complies**

Funding and resources are aligned to the delivery of IRMP and there is an integrated corporate planning timetable to ensure compliance. Budget Management Board is included in SMT planning days to consider budget against activity and whether any adjustments are required. Decisions on funding are dependent on the business case. Financial performance is published in the annual report.

The roles and responsibilities of Members and senior officers are clearly defined and responsibilities covered in relevant job descriptions.

The Authority has a robust Medium term Financial Plan in place and strong financial management arrangements.

**Evidence**

Cheshire Fire Authority Constitution Section 10: Financial Regulations Section 11: Scheme of Delegation <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a>	Medium term financial Plan
<b>Assurance</b>	
Budget Management Board Statement of Accounts – Audit Opinion Internal/external Audit Risk Management Board S151 Officer/ Chief Financial Officer Annual Governance Statement (AGS)	

<b>PRINCIPLE G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>	
<b>OWNER: Corporate Communications</b>	
<b>CONTRIBUTOR:</b>	
<b>G1</b>	<b>Implementing good practice in transparency</b>
<b>G1.1</b>	Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate
<b>G1.2</b>	Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand
<b>How Cheshire Fire and Rescue Service complies</b>	
<p>The Corporate Communications Strategy sets out the approach the Service will take to communicating with the public and other stakeholders. It recognises the need for different approaches for different audiences and also the increased use of social media as a communications tool.</p> <p>All Authority meetings are recorded supporting transparency.</p> <p>The Authority provides an Annual Report which is public focused and easy to read and navigate. This report goes to every household within Cheshire Halton &amp; Warrington and is published on the Service website.</p>	
<b>Evidence</b>	

<p>CFRS Communications Strategy  <a href="#">Corporate Communications Strategy 2012-2015</a></p> <p>Annual Report</p>	<p>CFRS Website</p>
<p><b>Assurance</b></p>	
<p>All public facing information is published on CFRS website</p>	
<p><b>G2</b></p>	<p><b>Implementing good practice in reporting</b></p>
<p><b>G2.1</b></p>	<p>Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way</p>
<p><b>G2.2</b></p>	<p>Ensuring members and senior management own the results reported</p>
<p><b>G2.3</b></p>	<p>Ensuring robust arrangements for assessing the extent to which the principles contained in this framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement)</p>
<p><b>G2.4</b></p>	<p>Ensuring that this framework is applied to jointly managed or shared service organisations as appropriate</p>
<p><b>G2.5</b></p>	<p>Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations</p>
<p><b>How Cheshire Fire and Rescue Service complies</b></p>	
<p>The CFRS public website includes details of performance, strategy, plans and financial statements. CFRS publish an Annual Report and distribute it to local households as well as publishing it on the website. The Report highlights key challenges and achievements from the year and includes performance and financial information set out in a simple but informative way. The report is agreed by Members and Senior Management before being published. Each unitary area has a Performance Group which meets quarterly to consider how the area is performing. The Group consists of both employees and Members for that local unitary area.</p> <p>The process for assessing the Authority against this framework is agreed by the Governance and Constitution Committee. Evidence is reviewed twice yearly and an action plan is maintained highlighting areas for improvement. Progress against the action plan is reported to Policy Approval Group and to Governance and Constitution Committee. The framework and the evidence supporting the assessment is included in the annual Statement of Assurance. Internal Audit review the assessment and evidence against at least two of the sections of the Code of Corporate Governance Framework each year and make recommendations for improvement accordingly.</p> <p>The Service prepares and publishes Annual Governance Statement which incorporates all performance information in a timely structured format.</p>	

Evidence	
Annual report <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report">http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report</a>	Statement of Assurance: Governance and Constitution Committee July 16 <a href="#">Governance and Constitution Committee on Wednesday, 6th July, 2016, 10.00 am - Cheshire Fire and Rescue Service</a>
Performance Statistics <a href="http://www.cheshirefire.gov.uk/about-us/performance-statistics">http://www.cheshirefire.gov.uk/about-us/performance-statistics</a>	<a href="#">Annual Governance Statement</a>
Assurance	
Governance and Constitution Committee	
Cheshire Fire Authority	
Internal Audit Strategy	
G3	Assurance and effective accountability
<b>G3.1</b>	Ensuring that recommendations for corrective action made by external audit are acted upon
<b>G3.2</b>	Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon
<b>G3.3</b>	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations
<b>G3.4</b>	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement
<b>G3.5</b>	Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met
How Cheshire Fire and Rescue Service complies	
<p>CFRS approve a three year audit strategy and an internal audit plan which is reviewed and refreshed annually which sets out the areas for scrutiny. Annually, at least two areas of the code of corporate governance are scrutinised by the internal audit team and recommendations are made for improvements. These outcomes and recommendations form part of the action plan for the Statement of Assurance.</p> <p>The Service participates in the ALARM benchmarking exercise and has taken part in operational peer assessments. The Service is set to be a pilot for the new regulatory peer assessment which is expected to take place in 2017.</p> <p>Grant Thornton Limited Liability Partnership (LLP) is the appointed external auditor for Cheshire Fire Authority and is responsible for completion of the</p>	

following assurance activities.	
<b>Evidence</b>	
CFRS Communications Strategy <a href="#">Corporate Communications Strategy 2012-2015</a>	Internal & External Audit Opinions (These can be found in the Statement of Assurance on the Website) <a href="#">Statement of Assurance 2016-17</a>
<b>Assurance</b>	
Statement of Assurance Annual Governance Statement Internal/External	

**NATIONAL FRAMEWORK 2012 COMPLIANCE**

<b>PRINCIPLE H: Compliance to National Framework 2012 – Must Do</b>	
<b>OWNER: Operational Policy &amp; Assurance (OPA)</b> <b>Chief Fire Officer</b>	
The priorities in the National Framework are for fire and rescue authorities to: <ul style="list-style-type: none"> <li>▪ Identify and assess the full range of foreseeable fire and rescue related risks their areas face; make provision for prevention and protection activities; and respond to incidents appropriately.</li> <li>▪ Work in partnership with communities and a wide range of partners locally and nationally to deliver their service.</li> <li>▪ Be accountable to communities for the service they provide.</li> </ul>	
<b>Must Do</b>	
<b>1</b>	Safer Communities
<b>2</b>	Accountable to Communities
<b>3</b>	Assurance
<b>4</b>	Fire Fighter Fitness
<b>1. – Safer Communities</b>	
<b>1.3</b>	Produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border multi-authority and/or national nature.
<b>1.9</b>	Work with communities to identify and protect them from risk and to prevent incidents from occurring

<b>1.10</b>	Each fire and rescue authority must: <ul style="list-style-type: none"> <li>▪ Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk.</li> <li>▪ Set out its management strategy and risk based programme for enforcing the provision of Regulatory Reform (Fire Safety) Order.</li> </ul>
<b>1.11</b>	Make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and other areas in line with mutual aid agreements.
<b>1.14</b>	Have effective business continuity arrangements in place in accordance with duties under Civil Contingencies Act 2004.
<b>1.15</b>	Collaborate with other fire and rescue authorities to deliver interoperability. Interoperability between fire and rescue authorities includes, but is not limited to: <ul style="list-style-type: none"> <li>▪ Compatible communications systems, control rooms and equipment.</li> <li>▪ Common command and compatible control and co-ordination arrangements.</li> <li>▪ Effective information, intelligence and data sharing.</li> <li>▪ Compatible operational procedures, and guidance with common terminology.</li> <li>▪ Compatible training and exercising (both individually and collectively).</li> <li>▪ Cross border working with other English fire and rescue authorities and those in devolved administrations.</li> </ul>
<b>1.17</b>	Collaborate with other FRAs, other emergency services, wider Category 1 & 2 responders and Local Resilience Forums to ensure interoperability.
<b>1.26</b>	Engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making.
<b>1.29</b>	Fire and rescue authorities risk assessments must include an analysis of any gaps between existing capability and national resilience.
<b>1.31</b>	Fire and rescue authorities must highlight to the department or the Fire and Rescue strategic resilience board, any capability gaps that cannot be met having taken into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.
<b>1.33</b>	Fire and Rescue Strategic Resilience Board, to provide assurance to Government that risks are assessed, plans are in place and any gaps between existing capabilities commissioned to deliver by Government are procured, maintained and managed cost effectively.
<b>1.38</b>	Work in partnership with communities and a wide range of partners locally and nationally in order

#### How Cheshire Fire and Rescue Service complies

The Authority has published its five year strategy 2015-20 'Making Cheshire Safer'. There is an Annual IRMP action published year on year which takes into account any specific risks identified in the PESTELO and ensures that any community related risks are given priority. The IRMP also gives consideration to any cross border and national activity required resource.

The Authority has a robust H S A targeting methodology which is reviewed annually to ensure that priority and weighting is given to those parts of the community most vulnerable and at risk e.g. over 65. During 2016 a project was put in place to expand the H S A to include safe and well, this was designed to take on and support some key identified health issues.

The Service also has a well developed Community Risk Model (CRM) which provides data on early triggers and hotspots of potential incidents/risk, this ensures that resource can be redeployed in the areas most needed.

The Authority has a well developed crisis management plan and each department has its own individual business continuity plan. The BC plans are tested and reviewed regularly and presented to Risk Management Board annually. The Service also attends the Local Resilience Forum (LRF) and takes part in cluster exercises.

There are a number cross border exercises planned to test and deliver interoperability, with local level border training linked to JESIP training.

The Authority has section 13 and 16 agreements in place for collaboration across borders. Members of CFRS attend CFOA National Ops Committee.

We engage in regional collaboration for procuring fire kit and operational PPE. For transparency all contracts over £5k are published on the website, showing type of procurement including collaboration and frameworks.

### Evidence

[IRMP Action Plan](#)  
[Five Year Strategy 2015-20](#)

[IRMP Consultation](#)

Crisis Management Plan (not for publication with OP&A)

[Cheshire Resilience Forum and Register](#)

[Community Risk Model](#)

[Fire Safety Order](#)

[Business Safety Advice](#)

[Listening to our customers](#)

[Bonfire Reports](#)

[Fire Services Act Section 13 and 16](#)

[Operational Training Strategy](#)

Partnership Policy (under review)

Operational Learning Platform De-brief Policy?

### Assurance

Internal/External Audits

NRAT capability Audits

Quarterly performance reports – P&O Committee

Minutes Cheshire Resilience Forum

Minutes CFOA

Partnership Governance

Risk Management Board

JESIP – Cluster exercises

Evaluation of NWFC

Statement of Assurance (including Annual Governance Statement)



2. – Accountable to Communities	
<b>2.3</b>	<p>Each fire and rescue authority integrated risk management plan must:</p> <ul style="list-style-type: none"> <li>▪ Be accessible and publicly available</li> <li>▪ Reflect effect consultation throughout development</li> <li>▪ Cover at least a three year time span and be reviewed and revised as often as necessary</li> <li>▪ Reflect up to date risk analysis and evaluation</li> </ul>
<b>2.4</b>	Hold the CFO to account for the delivery of the fire and rescue service
<b>2.5</b>	Have arrangements in place to ensure that decisions are open to scrutiny
<b>2.8</b>	Make communities aware of how they can access data and information on their performance
How Cheshire Fire and Rescue Service complies	
<p>The Authority has published its five year strategy 2015-20 ‘Making Cheshire Safer’. There is an Annual Integrated Risk Management Plan (IRMP) published year on year which takes into account any specific risks internal/external highlighted in the PESTELO. We have a robust consultation process and respond to the feedback from the communities as part of the IRMP process.</p> <p>The Authority publishes an annual Statement of Accounts, Statement of Assurance and Annual report which reassures the communities of Cheshire, Warrington &amp; Halton, we update the community risk model on a regular basis and use the outcomes to direct and prioritise our prevention, protection and response activities. The Statements provide our communities with guidance on how they can access performance information.</p>	
Evidence	
<a href="#">Statement of Assurance</a> <a href="#">Statement of Accounts</a> <a href="#">Annual Report</a>	<a href="#">IRMP</a> <a href="#">Five Year Strategy</a> <a href="#">Fire Authority minutes and agendas</a>
Assurance	
<p>Internal/External Audit  Public surveys/feedback  Fire Authority  Consultation Outcomes</p>	

3. – Assurance	
3.2	Publish an annual statement of assurance
3.4	<p>Fire and rescue authorities must work collectively, with the Strategic Resilience Board, to provide assurance to Government that:</p> <ul style="list-style-type: none"> <li>▪ Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified</li> <li>▪ Existing specialist national resilience capabilities are fit for purpose</li> <li>▪ Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost effective way that delivers value for money whilst ensuring fit for purpose.</li> </ul>
How Cheshire Fire and Rescue Service complies	
<p>The Authority publishes an annual Statement of Assurance on the website which incorporates the Annual Governance Statement (AGS). There is a robust process in place for preparing, consulting and publishing the statement.</p> <p>Members of Cheshire Fire &amp; Rescue service sit on the Cheshire Resilience Forum which covers requirements in terms of resilience locally, regionally and nationally.</p>	
Evidence	
<p>Minutes of Cheshire Resilience Forum (local drive)</p> <p><a href="#">Statement of Assurance</a></p>	
4. – Firefighter Fitness	
4.1	<p><b>Each Fire &amp; Rescue Authority must:</b></p> <ul style="list-style-type: none"> <li>▪ Have a process of fitness assessment and development to ensure that operational personnel are enabled to maintain the standards of personal fitness required in order to perform their role safely.</li> <li>▪ Ensure that no individual will automatically face dismissal if they fall below standards of personal fitness required in order to perform their role safely</li> <li>▪ Ensure that all operational personnel will be provided with support to maintain their levels of fitness for the duration of their career</li> <li>▪ Consider where operational personnel have fallen below the fitness standards required whether an individual is able to continue on full operational duties or should be stood down, taking into account the advice provided by the authority's occupational health provider. In making this decision, the safety and wellbeing of the individual will be the key issue.</li> <li>▪ Commit to providing a minimum of 6 months of development and support to enable individuals who have fallen below the required fitness standards to regain the necessary levels of fitness.</li> <li>▪ Refer an individual to occupational health where underlying medical reasons are identified that restrict/prevent someone from achieving the necessary fitness and that individual must receive the necessary support to facilitate a return to</li> </ul>

4. – Firefighter Fitness	
	<p>operational duties and</p> <ul style="list-style-type: none"> <li>▪ Fully explore opportunities to enable the individual to remain in employment including through reasonable adjustment and redeployment in role where it appears the medical condition does not allow a return to operational duties.</li> </ul>
How Cheshire Fire and Rescue Service complies	
<p>The Authority has developed a policy to ensure fitness of its operational staff in December 2014 the Department for Communities and Local Government (DCLG) approved an addendum to the National Framework for England in relation to firefighter fitness. In early 2015 the Authority proposed amendments to its then current fitness policy to align it to the National Framework requirements and those of CFOA national guidance on firefighter fitness.</p> <p>The Authority has recruited a fulltime Fitness Advisor to lead on supporting firefighters to attain and maintain the fitness standards required, and to undertake fitness testing. Fitness testing for all operational staff takes place annually.</p>	
Evidence	
<p><a href="#">Firefighter Fitness Policy</a>  <a href="#">Annual Health and Safety Report 2015</a>  Dedicated Fitness Instructor  Fitness Plan</p>	
Assurance	
<p>Health &amp; Safety Audit  Internal/External Audits  OHU</p>	