

FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND – MAY 2018 - COMPLIANCE

Compliance with National Framework 2018	
PRINCIPLE OWNERS: SERVICE MANAGEMENT TEAM (SMT) CHIEF FIRE OFFICER AND CHIEF EXECUTIVE	
SECTION 1 - INTRODUCTION	
The priorities in this Framework are for fire and rescue authorities to: <ul style="list-style-type: none"> • make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents; • identify and assess the full range of foreseeable fire and rescue related risks their areas face; • collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide; • be accountable to communities for the service they provide; and • develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse. 	

SECTION 2 – DELIVERY OF FUNCTIONS	
Paragraph No. in National Framework	IDENTIFY AND ASSESS
2.1	<p>Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.</p> <p>The Service routinely gathers and uses intelligence inputs such as station profiles, operational activity, SSRI records, partner data and community risk register information to assess demands and risks that could affect the community. These include local, cross-border, multi-agency and/or national risks and through the Service’s review of emergency response, specialist assets have been placed in strategic locations to improve response to incidents across Cheshire.</p>

SECTION 2 – DELIVERY OF FUNCTIONS

Regular meetings take place with the other Cat 1 responders (Cheshire Emergency Response Collaboration) to identify, manage and share information about risk within Cheshire.

Information notes received from National Operational Learning and Joint Operational Learning are reviewed for learning and action plans put in place if required.

The Authority takes account of, and has input into, the Community Risk Register, which supports collaboration with other agencies so arrangements are made to adjust existing provision if required and build new capability alongside partner agencies. This is tested during local multi-agency exercising. A copy of the Community Risk Register is published on our website at: <https://www.cheshirefire.gov.uk/about-us/key-documents>.

Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working or building new capability.

External incident reports are reviewed for additional foreseeable risks and provision put in place.

The Kerslake Report into the response to the Manchester Arena terrorist attack has been reviewed and discussed both internally and at North West Fire Control to identify learning opportunities and risks. Regular operationally focused meetings take place with regional FRS partners who share the same Fire Control to promote consistency of approach when working across borders.

2.2

The Authority has a well-developed Community Risk Model (CRM) which provides data on early triggers and hotspots of potential incidents/risk; this ensures that resources can be redeployed in the areas most needed. Several duty systems are in operation across Cheshire, proportionate to local risks and demands, as well as national and emerging requirements. New working patterns have been introduced to increase efficiency and productivity e.g. 12 hour wholtime shifts and a new day crewing arrangement.

Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place

The Authority works through the North West Operations Group, led by Merseyside Fire and Rescue Service, in reviewing local and regional risks and ensuring suitable arrangement are in place.

SECTION 2 – DELIVERY OF FUNCTIONS

Paragraph No. in National Framework	PREVENT AND PROTECT
2.3	<p>Fire and rescue authorities must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.</p> <p>The Authority operates a Risk based Inspection Programme focused on the premises which pose the highest risk to life. The programme includes Thematic Inspections. This is based on national tools and is embedded within the Information Management System. The Authority aims to audit at least 1800 premises per year. Intelligence is also used to inform the risk based programme using national and local information and information from regulatory partners. A business safety team is in place whose remit is to provide fire safety advice and guidance. This is all supported by a variety of web pages and feedback is sought from our customers.</p> <p>To reduce the risk of fire and improve outcomes for residents across Cheshire, the Authority has worked with partners to expand on its Home Safety Assessment Programme. There is a robust targeting methodology which is reviewed annually to ensure that priority and weighting is given to individuals within the community who are considered most vulnerable and at risk e.g. over 65. The Programme delivers approximately 40,000 home visits (now referred to as Safe and Well visits) each year and has been developed to deliver health information to residents alongside traditional fire safety advice.</p>
2.4	<p>We expect fire and rescue authority to target their fire safety, prevention and protection resources on: those individuals or households who are at greatest risk from fire in the home; those most likely to engage in arson or deliberate fire setting; and on those non domestic premises where the life safety risk is greatest.</p> <p>As outlined above, the Authority operates a Risk Based Inspection Programme for non domestic premises focused on those which pose the highest risk to life.</p> <p>The Authority works closely with Local Authorities and other agencies to reduce incidents of arson, undertaking projects with partners, aiming to improve detection and reduce arson. In order to share and gather intelligence and best practice the Service is actively involved in a number of regional, national and international arson prevention groups.</p>

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	<p>The Authority has a robust targeting methodology for Safe and Well visits prioritising those considered most vulnerable and at risk.</p>
2.5	<p>To identify those at greatest risk from fire, we expect fire and rescue authorities to work closely with other organisations in the public and voluntary sector, as well as with the police and ambulance services. Wherever appropriate, we expect fire and rescue services to develop partnerships to support risk reduction services to those identified as vulnerable, including from exploitation or abuse, and wherever possible to share intelligence and relevant risk data.</p> <p>The Authority is involved in a national agreement with the NHS which allows the Authority to utilise information in the Exeter database to target interventions to those most at risk. There are also agreements in place with local partners, including charities, to deliver Safe and Well visits and interventions to support those most at risk, including those recently discharged from hospital.</p> <p>The Authority has entered into a Memorandum of Understanding with Cheshire Police for Forced Entry to premises to assist the ambulance service with casualties. There is also an agreement with North West Ambulance Service where firefighters will be the first responders to cardiac emergencies.</p>
2.7	<p>In all their prevention and protection activities, fire and rescue authorities should assess what they are aiming to achieve through the activity, what type of intervention is most likely to achieve the aims and how best to measure and evaluate outcomes. Fire and rescue authorities should share details of their interventions to support each other to understand and improve the evidence base of what works best and what is most cost-effective.</p> <p>The results of the Safe and Well collaboration are being externally evaluated and assessed by Liverpool John Moores University and Edge Hill University.</p> <p>The success of the programme of Safe and Well visits is monitored and measured by the number of visits and positive outcomes for householders and the outcomes regularly shared and celebrated with staff.</p> <p>The Authority is committed to improving the way in which it evaluates collaborations with other agencies and to mainstreaming evaluation into the reporting and planning process.</p> <p>Details and outcomes of prevention and protection activities are shared informally with other FRAs primarily in the North West region and via various forums and groups nationally.</p>

SECTION 2 – DELIVERY OF FUNCTIONS

<p>2.8</p>	<p>Given the wide range of roles that fire and rescue personnel undertake, including with people with complex needs and vulnerabilities, fire and rescue authorities will need to ensure that all their staff in public-facing roles have the necessary skills and training to meet such demands. They also should have appropriate safeguarding arrangements in place – including ensuring staff have appropriate vetting clearance - to provide the public with the reassurance and confidence that they have every right to expect.</p> <p>All staff receive Safeguarding training and are trained by health professionals prior to delivering the health interventions which form part of the Safe and Well visits.</p> <p>To provide the public with reassurance, all firefighters are subject to a basic Disclosure and Barring check and staff working with vulnerable groups, such as Princes Trust and Troubled Families, are subject to more detailed vetting.</p>
<p>Paragraph No. in National Framework</p>	<p>RESPOND</p>
<p>2.9</p>	<p>Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and other emergencies within their area and in other areas in line with their mutual aid agreements.</p> <p>The Authority has in place reinforcement and mutual aid agreements with all neighbouring FRSs under Section 13 & 16 of the Fire and Rescue Services Act 2004 using nationally published templates from Fire and Rescue Service Circular 29/2006. Agreements have been entered into with Greater Manchester Combined Authority, Merseyside FRS, Derbyshire FRS, Staffordshire FRS, Shropshire FRS and North Wales FRS.</p>
<p>2.10</p>	<p>Fire and rescue authorities must, so far as is practicable, enter into reinforcement schemes, or mutual aid agreements, with other fire and rescue authorities for securing mutual assistance.</p> <p>The Authority has in place reinforcement and mutual aid agreements with all neighbouring FRSs under Section 13 & 16 of the Fire and Rescue Services Act 2004 as outlined above.</p> <p>Local managers are encouraged to create local relationships with neighbouring stations to exercise and test operational compatibility.</p>

SECTION 2 – DELIVERY OF FUNCTIONS

2.11	<p>Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004. Within these arrangements, fire and rescue authorities must make every endeavour to meet the full range of service delivery risks and national resilience duties and commitments that they face.</p> <p>The Authority has a well-developed crisis management plan and each department has its own individual business continuity plan. The Business Continuity (BC) plans are tested and reviewed regularly and presented to Risk Management Board annually.</p> <p>The Service is represented nationally on the NFCC BC group enabling the sharing of best practice. The BC lead is qualified to a CBCI standard and is a member of the BC Institute.</p> <p>A BC supplier audit has been completed on North West Fire Control for assurance.</p> <p>BC supplier assurance work on Collaborative shared functions is underway.</p> <p>Merseyside Internal Audit conducted an audit in 2017 with the Service receiving “significant” assurance from the process.</p>
Paragraph No. in National Framework	COLLABORATION
2.12	<p>The Policing and Crime Act 2017 created a statutory duty to keep collaboration opportunities under review, and notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness.</p> <p>The Authority has collaboration agreements in place for responding to other types of emergencies in the best interest of efficiency and effectiveness e.g. Forced Entry for Medical Emergencies.</p> <p>It also collaborates with other agencies, such as health and charitable organisations, in the delivery of Safe and Well visits.</p> <p>The Authority has entered into a Blue Light Collaboration arrangement sharing back office services with Cheshire Constabulary with joint teams in place.</p>

SECTION 2 – DELIVERY OF FUNCTIONS

2.15

Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver intraoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP). Fire and rescue authorities must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

Interoperability between fire and rescue authorities is achieved through membership of various NFCC regional and national groups attended by officers in the Service. Membership at these groups facilitates exercising and cross-border working with the FRSs in the region and those bordering Cheshire. Reinforcement and mutual-aid agreements (Section 13 & 16) are also in place between all FRSs that border Cheshire and local managers are encouraged to create local relationships with neighbouring stations to exercise and test operational compatibility.

Interoperability in communication systems is achieved through North West Fire Control in the region and compatible operational procedures and guidance with common terminologies is being achieved through the National Operational Guidance (NOG) programme, which has been a regional project and adopted by Cheshire. The Service has currently published the NOG Incident Command guidance and the Rescue Suite of standard operational procedures.

Effective information and data sharing across borders is also achieved by the Ops-Plan/15 Site Specific Risk Information policy which requires all high risk sites within 3km of the border to be stored on the Service's SSRi database and fire appliance MDTs.

Interoperability with other Cat 1 & 2 responders is achieved through membership of the Local Resilience Forum, with officers having representation on the LRF Management Group, Executive Group and various working groups that form part of the LRF structure.

The external planning manager role supports the LRF's JESIP training plan that aims to train all responders in the region to have a shared understanding of roles, responsibilities, operational procedures, guidance and terminology for an effective response at multi-agency emergencies. This is supported with the LRF exercise schedule that includes live multi-agency exercises at all high risk/COMAH sites in Cheshire.

The LRF has robust plans in place to respond to emergencies at those high risk sites and are included in the community risk register, which the Authority has an input into creating and reviewing periodically.

SECTION 2 – DELIVERY OF FUNCTIONS

The Service has representation on the Cheshire Emergency Response Collaboration (CERC) which is a blue light group to ensure interoperability.

The Service also has plans in place to collaborate with the Lead Authority for National Resilience (Merseyside Fire and Rescue Service) to ensure that the High Volume Pump based at Powey Lane Fire Station is available and maintained as a national asset.

The Service has systems in place to support its National Asset (High Volume Pump) in response to national and local emergencies.

Cross border regional exercises have been completed including an exercise at Bidston Docks with Merseyside, High rise exercise with Greater Manchester Fire & Rescue and Exercise Merlin held at Jodrell Bank by the Service in December 2018 with representatives from Police, NWAS and HART teams.

SECTION 3 – NATIONAL RESILIENCE

Paragraph No. in National Framework	
3.3	<p>Fire and rescue authorities must work with the lead authority to support the national resilience assurance processes in order to ensure capabilities are maintained at a high state of operational readiness. This includes co-operation of fire and rescue authorities, as necessary, on devolved training and, where applicable, on the long-term capability management arrangements.</p> <p>The Service has a National Resilience Single Point of Contact (SPOC) who maintains relationships with the NR Lead Authority, Merseyside FRS. This includes the management of a High Volume Pump.</p> <p>An assurance audit for the High Volume Pump was completed by National Resilience Team in February 2019. HVP Tactical Advisor also in Service representing the region and currently planning a regional HVP exercise The HVP Tactical Advisor provides feedback on the NFCC portal following training and assurance exercises.</p>

SECTION 3 – NATIONAL RESILIENCE	
	DEFRA type B Water Rescue Equipment availability is reviewed regularly.
3.4	<p>Fire and rescue services, through the National Fire Chiefs Council’s (NFCC) representation on the Strategic Resilience Board, must work with the Government to identify and address any national resilience capability gaps identified through ongoing analysis of the National Risk Assessment.</p> <p>The Service works through the North West Operations Group on national resilience issues. The Service also co-operates with the lead Authority, Merseyside FRS, regarding national resilience capabilities and assets. Any local or regional gap identified by the North West Operations Group would be raised at a national level.</p>
Paragraph No. in National Framework	GAP ANALYSIS
3.5	<p>Fire and rescue authorities are required to assess the risk of emergencies occurring and use this to inform contingency planning. To do this effectively, fire and rescue authorities are expected to assess their existing capability and identify any gaps as part of the integrated risk management planning process. This gap analysis needs to be conducted by fire and rescue authorities individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas.</p> <p>Although the Service has not conducted a formal gap analysis to identify gaps between its existing capability and that needed to ensure national resilience, the regions capability to respond to emergencies is kept under review by the lead Authority. (It is assumed national resilience includes incidents where national assets would be required).</p> <p>The Service currently has a High Volume Pump that can be called upon by the lead authority to support national resilience and has mutual aid agreements in place with neighbouring FRAs for reinforcements during incidents of high asset demand.</p> <p>The Service will conduct a gap analysis of the risks included in the community risk register and IRMP 16 against our existing capability to assess the risk of those emergencies occurring and use it to inform contingency planning.</p> <p>This will identify gaps as part of the IRMP and Whole Service Review planning process and obtain an overall picture of the Service’s ability to meet the full range of risks in its area.</p>

SECTION 3 – NATIONAL RESILIENCE	
3.7	<p>As part of their analysis, fire and rescue authorities must highlight to the Home Office or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.</p> <p>Any capability gaps which have been identified within Cheshire or regionally would be highlighted by the lead Authority, Merseyside FRS, at a national level.</p>
Paragraph No. in National Framework	NATIONAL COORDINATION AND ADVISORY FRAMEWORK
3.9	<p>Fire and rescue authorities must proactively engage with, and support, the NCAF arrangements including the NFCC's lead operational role.</p> <p>The dedicated tactical advisor for HVP capability engages with and supports the NCAF. There are routine assurance visits concerned with the Service's assets made available via the NCAF national register.</p>
Paragraph No. in National Framework	RESPONSE TO TERRORIST ATTACKS OR MARAUDING TERRORIST FIREARMS ATTACKS
3.10	<p>Fire and rescue services must be able to respond to the threat of terrorism and be ready to respond to incidents within their areas and across England. Fire and rescue services should also be interoperable to provide operational support across the UK to terrorist events as required.</p> <p>Whilst the Service does not have a MTFA team, all operational staff are trained via eLearning in non-specialist Marauding Terrorist Firearms Attacks (MTFA) response, with Station Managers and above also completing eLearning in specialist responder capability.</p> <p>All Group Managers are trained NILOs and undertake CPD events so they have an awareness of MTFA FRS capability across the country.</p>

SECTION 3 – NATIONAL RESILIENCE

FS Regular officer operational awareness training is undertaken for (MTFA) and Chemical response by neighbouring services. NR assets, MDU and DIM familiarisation by Merseyside FRS. Officers attended a presentation by the lead NILO from GMFRS of lessons learned from the Manchester Arena Bombing.

A review of NWFC action plans for Major/terrorist actions has been completed following the Manchester Arena Bombing.

The Service also exercises with its blue light responders to prepare for acts of terrorism with the most recent exercise simulating a multi-agency MTFA incident at a local shopping complex. This was facilitated in collaboration with the LRF.

Paragraph No. in National Framework	NATIONAL RESILIENCE ASSURANCE
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3.13	<p>Fire and rescue authorities must continue to work collectively and with the Fire and Rescue Strategic Resilience Board and the national resilience lead authority to provide assurance to government that existing national resilience capabilities are fit for purpose and robust and risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified.</p> <p>The National Resilience website is reviewed regularly by the National Resilience Single Point of Contact Self-Assessment tools are completed for type B Water Rescue Teams.</p>
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SECTION 4 – GOVERNANCE

Paragraph No. in National Framework	MANAGING THE FIRE AND RESCUE SERVICE/CHIEF FIRE OFFICER
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4.4	<p>Each fire and rescue authority must hold the Chief Fire Officer to account for the exercise of their functions and the functions of persons under their discretion and control.</p> <p>The Chief Fire Officer and Chief Executive is held to account at every Member’s meeting.</p> <p>The Brigade Managers Pay and Performance Committee conducts the Chief’s appraisal and reviews this after six months.</p>
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SECTION 4 – GOVERNANCE

4.5

The chief fire officer must, in exercising their functions, have regard to the fire and rescue authority’s Integrated Risk Management Plan and any set objectives and priorities which may be outlined in a strategic plan.

Objectives and priorities are set by the Chief Fire Officer and the Fire Authority having regard to the Annual Action Plan (IRMP) and other strategic plans.

The fire and rescue authority should give due regard to the professional advice of the Chief Fire Officer while developing the Integrated Risk Management Plan and when making decisions affecting the fire and rescue service.

The IRMP is developed by officers and the draft is presented by the Chief Fire Officer to the Fire Authority for comment and discussion at Member planning days and meetings before final approval at the Fire Authority meeting in February.

All Fire Authority decisions affecting the Service are made after consideration of reports prepared by the Chief Fire Officer, other officers and professional advisors.

DOCUMENTS TO BE PREPARED

4.6

Each fire and rescue authority is required to produce an integrated Risk Management Plan, Annual statement of assurance and financial plans.

The Authority has published its five year strategy 2015-20 ‘[Making Cheshire Safer](#)’. There is an Annual Action Plan ([IRMP](#)) published year on year which takes into account any specific risks internal/external highlighted in the PESTELO. The Authority has a robust consultation process and responds to the feedback from the communities as part of the IRMP process.

The Authority publishes an [Annual Statement of Accounts](#), [Statement of Assurance](#), [Annual Governance Statement](#) and [Annual Report](#) which reassure communities of about the work that the Service carries out. The Statements provide our communities with guidance on how they can access performance information. The website provides accessibility to live performance data and incident information

Copies of all these documents are published on the Service’s website under “[What We Spend and How We Spend It](#)”.

SECTION 4 – GOVERNANCE	
	The Authority updates the Community Risk Model on a regular basis and uses the outcomes to direct and prioritise prevention, protection and response activities.
NATIONAL FIRE CHIEFS COUNCIL	
4.11	<p>The NFCC brings together the operational leadership of the UK’s FRSs to provide co-ordinated professional, operational and technical leadership of the sector advising and supporting central and local government, and other stakeholders. The NFCC is the first line of operational advice to central and local government during major incidents. This is outlined within the National Coordination and Advisory Framework (NCAF) which FRSs must proactively engage with.</p> <p>The Authority engages with the National Fire Chiefs Council through attendance at meetings and officer involvement in working groups, for example the NFCC Workforce Reform Committee.</p>

SECTION 5 – ACHIEVING VALUE FOR MONEY	
Paragraph No. in National Framework	
5.1	<p>Fire and rescue authorities must manage their budgets and spend money properly and appropriately and ensure the efficient and effective use of their resources.</p> <p>As part of the audit on the annual accounts, the external auditors Grant Thornton are required to give a conclusion on whether the Authority has proper arrangements in place to secure value for money. The assessment is based on criteria set by the National Audit Office. The most recent assessment by Grant Thornton was for the year 2018/19 and the external auditors were satisfied that Cheshire Fire Authority had in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.</p>

SECTION 5 – ACHIEVING VALUE FOR MONEY

Furthermore, the report of HMICFRS following an inspection in 2018, indicated that the “service is efficient” and that “it uses resources well and is affordable”.

In relation to budget management, a detailed budget monitoring report is submitted regularly to the Service Management Team and quarterly to Members of the Fire Authority. The quarterly reports are considered at Performance and Overview Committee alongside operational performance reports, which assists with the assessment of performance issues. The reports enable the Service Management Team to identify variations in financial performance and the forecast financial outturn for the year as soon as possible. This allows management to either take corrective action to manage unfavourable variances or apply any favourable variances to corporate priorities.

The Fire Authority considers regular updates of the [Medium Term Financial Plan](#).

As part of the annual budget process, a Reserves Strategy is approved by Members.

Fire and rescue services should regularly review the numbers and deployment of firefighters and other staff to ensure that their Service has a workforce that is commensurate with the risks that they face.

During the last four years the Service has reviewed all of its duty systems and the distribution of operational resources which has resulted in savings of around £5 million. It has now embarked upon a further review and the proposals will form part of its plans from April 2020.

5.2

Fire and rescue authorities must ensure that financial decisions are taken with the advice and guidance of the chief finance officer and that decisions are taken with an emphasis on delivering value for money to the public purse. FRS should ensure that management of their finances is undertaken with regard to published guidance including those set out at Annex B.

The Fire Authority Treasurer (the S151) and the Head of Finance work with the Service Management Team and the Fire Authority to develop the financial strategy and ensure that spending proposals are consistent with available resources across the medium term.

SECTION 5 – ACHIEVING VALUE FOR MONEY

	<p>The Treasurer is consulted on all reports that are to be submitted to the Fire Authority which have resource implications. The Treasurer attends Fire Authority meetings and committee meetings, as the principal financial advisor to elected members, to ensure that decisions take account of the financial position and the medium term financial strategy.</p> <p>An Annual Statement of Accounts is prepared, approved and published in accordance with the requirements of the Accounts and Audit regulations and compliance with the CIPFA Code of Practice on Local Authority Accounting. The statements have received unqualified audit opinions from Grant Thornton, the external auditors.</p> <p>The Annual Statement of Accounts is published on the Service’s website.</p> <p>Treasury Management activities are carried out in accordance with the relevant CIPFA Codes of Practice and the Fire Authority receive the annual strategy and monitoring reports, as required by the Code.</p> <p>Cheshire Fire Authority does not have an audit committee but makes other arrangements for the consideration of business that would otherwise be considered by an audit committee, for example, there is a Closure of Accounts Committee and Risk Management Board.</p>
5.3	<p>Combined fire and rescue authorities should produce and publish a medium term financial plan, efficiency plan and a reserves strategy.</p> <p>The Fire Authority produces a Medium Term Financial Plan which includes forecasts of the levels of spending across the medium term and the forecast levels of resources to meet that spending. This is published on the Service’s website.</p> <p>The Authority has an Efficiency plan covering the years 2015/16 to 2019/20. This is published on the Service’s website.</p> <p>The Reserves Strategy explains the rationale for holding earmarked reserves and sets out the level of General reserves. The strategy covers a five year period and is updated as the financial position is reviewed (e.g. as a result of budget monitoring or when the financial outturn is known). This is also published on the Service’s website.</p>
5.4	<p>The medium term financial plan should include funding and spending plans for revenue and capital. The plan should take into account multiple years, the interdependencies of revenue budgets and capital investments, the role of</p>

SECTION 5 – ACHIEVING VALUE FOR MONEY	
	<p>reserves and the consideration of risks. It should have regard to affordability and also to CIPFA’s Code. The strategy should be aligned with the fire and rescue service’s IRMP.</p> <p>The Medium Term Financial Plan covers three years and includes the position on the revenue budget and the capital programme. The revenue forecast is for three years (rather than five years) because the funding position from April 2020 is unknown and any forecast beyond this date will become volatile and could potentially lack credibility.</p>
5.5	<p>Each fire and rescue service should publish an annual report on their progress against their efficiency plan and publish an updated efficiency plan if produced. This can form part of the medium term financial plan.</p> <p>Reports concerned with the budget and budget monitoring reference progress against the Efficiency Plan. There are provided to the Service Management Team and the Fire Authority.</p>
RESERVES	
5.7	<p>Fire and rescue authorities should establish a policy on reserves and provisions in consultation with the chief finance officer.</p> <p>General reserves should be held by the fire authority and managed to balance funding and spending priorities and to manage risks. This should be established as part of the medium-term financial planning process.</p> <p>The Treasurer prepares a Reserves Strategy as part of the annual budget setting process. This is considered by the Fire Authority in February each year and, once approved, becomes part of the approach to supporting future revenue and capital priorities. The Strategy is integral to the Medium Term Financial Plan and the Capital Strategy. The current Reserves Strategy for 2019-24 has two central components: firstly to maintain a General Reserve at a level equivalent to 5% of the net revenue budget; and secondly to establish earmarked reserves for use in financing capital expenditure rather than undertake additional borrowing which would place pressure on revenue resources.</p>
5.8	<p>Each fire and rescue service should publish their reserves strategy on their website, either as part of their medium term financial plan or in a separate reserves strategy document.</p> <p>The Reserves Strategy is published on the Service’s website.</p>
COMMERCIAL TRANSFORMATION	

SECTION 5 – ACHIEVING VALUE FOR MONEY

5.11	<p>Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue services and other local services to achieve efficiencies.</p> <p>The Joint Corporate Services Procurement Team works with the Service’s managers to understand the demand and business requirements for goods and services. The Team sources the required goods and services from suitably qualified suppliers at best value and in accordance with Financial Regulations and Procurement Rules. It conducts an assessment of collaborate opportunities, framework arrangements and national and local procurement activities. Supplier performance is managed against contractual standards and specifications.</p> <p>Procurement Procedures and details of all contracts over £5000 are published on CFRS website under the heading “What We Spend and How We Spend It”.</p> <p>The Service is a member of the Fire and Rescue Indemnity Company (FRIC), this mutual insurance arrangement has delivered savings in the cost of providing protection for Vehicles, Liability and Property. The mutual has also used its combined purchasing power to deliver cost savings for the statutory engineering and lifting equipment inspections</p>
5.12	<p>Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements.</p> <p>The Service makes regular use of National Frameworks and Joint Procurement. Details of these are published on a procurement portal.</p>
5.13	<p>Fire and rescue authorities must ensure that commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations.</p> <p>The Joint Corporate Services Procurement Team provides procurement support and advice in line with the Authority’s Financial Regulations and Procurement Rules. The rules comply with all relevant legislation and staff ensure that the placement or use of existing contracts is in line with legal obligations.</p>

SECTION 5 – ACHIEVING VALUE FOR MONEY	
	The Director of Governance and Commissioning and the Treasurer have oversight of the procurement arrangements and make key decisions where necessary.
RESEARCH AND DEVELOPMENT	
5.14	<p>Fire and rescue authorities should engage with national research and development programmes, including those overseen by the NFCC, unless there is a good reason not to.</p> <p>Managers are involved in several NFCC groups which review/commission research and develop new practices. Community groups and partners also help the Authority to keep up to date with national developments.</p>
TRADING	
5.16	<p>Fire and rescue authorities must ensure that their commercial activities are exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989.</p> <p>In 2019 the Authority will consider establishing a separate trading company to enable the generation of additional income from the supply of services to third parties.</p>
5.18	<p>Fire and rescue authorities must ensure that any actions taken in respect of their trading companies are considered against the requirements of competition law.</p> <p>If a trading company is established the requirements of competition law will be taken into consideration.</p>

SECTION 6 - WORKFORCE	
Paragraph No. in National Framework	
PEOPLE STRATEGY	
6.1	Each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce. This should take into account the principles set out in the NFCC's people strategy and at a minimum cover:

	<ul style="list-style-type: none"> • continuously improving the diversity of the workforce to ensure it represents the community it serves; • equality, cultural values and behaviours; • the various routes available in terms of recruitment, retention and progression; • flexible working; • professionalism, skills and leadership; • training opportunities; • health and safety, wellbeing, disabilities and support (e.g. mental health and physical support); and • tackling bullying, harassment and discrimination. <p>The Director of Transformation is a member of the NFCC Workforce Reform Committee which has been providing guidance to fire and rescue services on a People Strategy.</p> <p>Following consultation with the representative bodies, the People Strategy was approved by the Fire Authority in February 2019. This document outlines the principles set out in the NFCC’s people strategy and is published on the Service’s website.</p>
PROFESSIONAL STANDARDS	
6.4	<p>All fire and rescue authorities must implement any approved professional standards and the inspectorate will have regard to these standards as part of their inspections.</p> <p>The Director of Transformation is involved in the national working group for the new professional standards. These will be implemented once published.</p>
FITNESS PRINCIPLES	
6.6	<p>Each fire and rescue authority must comply with the fitness principles set out in Annex C (to the National Framework).</p> <p>The Authority has had a policy to ensure the fitness of its operational staff for some time; this policy applies to all operational staff. In December 2014 the Department for Communities and Local Government (DCLG) issued an addendum to the National Framework for England in relation to firefighter fitness. In 2015 the Authority proposed amendments to its then current fitness policy to align it to the National Framework requirements and the national fitness standard proposed by CFOA. The standard for operational firefighters is applied regardless of rank.</p> <p>The Authority has recruited a fulltime Fitness Adviser to lead on supporting firefighters to attain and maintain the fitness</p>

	<p>standards required, and to undertake fitness testing. Formal fitness testing for all operational staff is carried out by the Fitness Adviser as part of an annual programme. The headline results of the testing programme are reported through the Service Health and Safety Committee on a quarterly basis. In addition to the annual fitness test, operational staff are expected to carry out an interim test six monthly with the evidence of fitness presented as part of the appraisal process.</p> <p>An audit of compliance with the National Framework requirements on management of firefighter fitness concluded that the Authority complied with the requirements of the framework.</p>
RE-ENGAGEMENT OF SENIOR OFFICERS	
6.8	<p>Fire and rescue authorities must not re-appoint principal fire officers after retirement to their previous, or a similar, post save for in exceptional circumstances in the interests of public safety. Any such appointment must be transparent, justifiable and time limited.</p> <p>The Fire Authority has policies which govern how it handles re-engagement. In view of this it is difficult to envisage a situation when a principal officer would be re-engaged.</p>
6.9	<p>Any decision to re-appoint should be subject to agreement by a public vote of the elected members of the fire and rescue authority, or a publicised decision by the appropriate elected representative of the fire and rescue authority, taking into account the legislative requirements of PCC FRA Chief Fire Officer appointment procedures. The reasons must be published and the principal fire officer’s pension must be abated until they cease to be employed by a fire and rescue authority.</p> <p>The Authority’s policies provide a process which complies with this requirement. This is confirmed in the Pay Policy Statement which is published on the Service’s website.</p>
6.10	<p>To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.</p> <p>This is reflected in the Authority’s HR policies and recent principal officer appointments have been open to competition nationally.</p>

SECTION 7 – INSPECTION, INTERVENTION AND ACCOUNTABILITY

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Paragraph No. in National Framework	
INSPECTION	
7.4	<p>All fire and rescue authorities must cooperate with (Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services, HMICFRS) and its inspectors to enable them to deliver their statutory function.</p> <p>The Organisational Performance team is responsible for the Service’s activities in relation to the HMICFRS inspection regime. The team supports HMICFRS in the audit and assessment of performance against the inspection criteria, oversees the co-ordination and presentation of information to HMICFRS and acts as a key point of contact with the inspectorate. There is no doubt that the Service co-operates fully.</p>
7.5	<p>Fire and Rescue authorities must give due regard to reports and recommendations made by HMICFRS and, if recommendations are made, prepare, update and regularly publish an action plan detailing how the recommendations are being actioned.</p> <p>The Authority was in the first tranche of inspections in 2018/19.</p> <p>HMICFRS’s report is published on the Service’s website and an action plan has been created and is being monitored.</p>
ACCOUNTABILITY	
7.10	<p>Fire and rescue authorities are expected to have governance and accountability arrangements in place covering issues such as financial management and transparency, complaints and discipline arrangements, and compliance with the seven principles of public life.</p> <p>The Authority has a detailed Constitution which contains Financial Regulations and a Scheme of Delegation, the terms of reference of decision making bodies and the Members Code of Conduct based around the seven principles of public life. The Authority’s Constitution is published on the Service’s website.</p> <p>There are procedures in place for complaints about the Service, staff and elected Members and these are available on the Service’s website.</p>

SECTION 7 – INSPECTION, INTERVENTION AND ACCOUNTABILITY

7.11	<p>Fire and rescue authorities must hold the Chief Fire Officer to account for the delivery of the fire and rescue service and the functions of persons under their direction and control.</p> <p>The Scheme of Delegation, within the Authority’s Constitution, sets out the principal responsibilities which have been delegated to officers, including the Chief Fire Officer.</p> <p>The Brigade Managers Pay and Performance Committee conducts an annual appraisal of the performance of the Chief Fire Officer and Members assess his performance against objectives every six months.</p>
TRANSPARENCY	
7.14	<p>Each fire and rescue authority must comply with their statutory transparency requirements. Fire and rescue authorities must make their communities aware of how they can access data and information on their performance.</p> <p>The Authority complies with the Local Authority Transparency Code 2015 and publishes relevant information on the Service’s website under the headline “Transparency”.</p>