APPENDIX 2 – Revised Local Code of Corporate Governance Principles Delivering Good Governance in Public Sector - Refreshed Code - 2016
Code of Corporate Governance

Introduction

Corporate governance is how Cheshire Fire Authority (CFA) ensures that the right things are done in the right way, for the right people in a timely, inclusive, open, honest and accountable way. It comprises the systems, processes, cultures and values by which the Authority is directed and controlled.
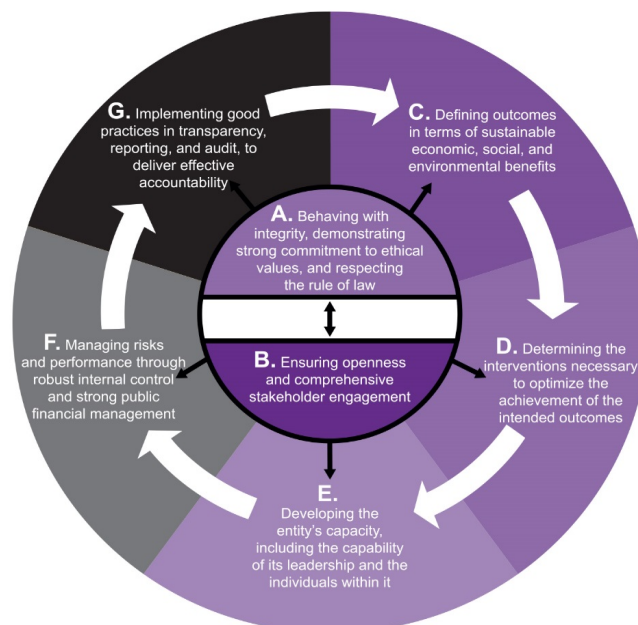
The basic principles of good corporate governance require CFA to carry out its functions in a way that is completely open and inclusive of all sectors of the community and demonstrates the utmost integrity, the Authority supports these principles fully.

Revised Core Principles

The main body of the revised Code is divided into seven core principles, these have been adopted from the revised CIPFA/SOLACE framework document 'Delivering Good Governance in Local Government' 2016. Each of the core Principles (A-G) covers a particular aspect of CFA's responsibilities for corporate governance. Under each of the principles, the means by which CFA will meet and demonstrate its commitment is evidenced in more detail the Local Code of Corporate Governance Framework.

Defining the Core Principles and Sub Principles of good governance

The diagram and tables below from the Delivering Good Governance Framework (2016) illustrates how the principles for good governance in the public sector relate to each other. Principles A and B inform implementation of principles C-G, Principle H represents the requirements aligned to the Fire National Framework and is included in CFRS Corporate Governance Framework:

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PRINCIPLE A: **Behaving with integrity, demonstrating strong commitment to ethical values, and respecting rule of law**	
A.1	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.
A.2	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).
A.3	Leading by example and using the above standard operating principles or values as a framework for decision making and other actions.
A.4	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.
PRINCIPLE B: **Ensuring openness and comprehensive stakeholder engagement.**	
B.1	Ensuring an open culture through demonstrating, documenting and communicating the organisations commitment to openness.
B.2	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.3	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.4	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.
PRINCIPLE C: **Defining outcomes in terms of sustainable economic, social and environmental benefits**	
C.1	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.
C.2	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.
C.3	Delivering defined outcomes on a sustainable basis within the resources that will be available.
C.4	Identifying and managing risks to the achievement of outcomes.
C.5	Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.
PRINCIPLE D: **Determining the interventions necessary to optimise the achievement of the intended outcomes**	
D.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.

D2	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.

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

E.1	Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness
E.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
E.3	Recognising the benefits of partnerships and collaborative working where added value can be achieved
E.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources

PRINCIPLE F:
Managing risks and performance through robust internal control and strong public financial management

F.1	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
F.2	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively
F.3	Ensuring that responsibilities for managing individual risks are clearly allocated

PRINCIPLE G:
Implementing good practices in transparency reporting, and audit to deliver effective accountability

G.1	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
G.2	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

PRINCIPLE H - Fire National Framework:
 The priorities in the National Framework are for fire and rescue authorities to:
- 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.
- Work in partnership with communities and a wide range of partners locally and nationally to deliver their service.
- Be accountable to communities for the service they provide.

Must Do

1. **– Safer Communities**
2. **– Accountable to Communities**
3. **– Assurance**
4. **– Firefighter Fitness**

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1. – Safer Communities	
Ref recorded in National Framework	
1.3	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.
1.9	Work with communities to identify and protect them from risk and to prevent incidents from occurring
1.10	Each fire and rescue authority must: ▪ Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk. ▪ Set out its management strategy and risk based programme for enforcing the provision of Regulatory Reform (Fire Safety) Order.
1.11	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.
1.14	Have effective business continuity arrangements in place in accordance with duties under Civil Contingencies Act 2004.
1.15	Collaborate with other fire and rescue authorities to deliver interoperability. Interoperability between fire and rescue authorities includes, but is not limited to: ▪ Compatible communications systems, control rooms and equipment. ▪ Common command and compatible control and co-ordination arrangements. ▪ Effective information, intelligence and data sharing. ▪ Compatible operational procedures, and guidance with common terminology. ▪ Compatible training and exercising (both individually and collectively). ▪ Cross border working with other English fire and rescue authorities and those in devolved administrations.
1.17	Collaborate with other FRAs, other emergency services, wider Category 1 & 2 responders and Local Resilience Forums to ensure interoperability.
1.26	Engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making.
1.29	Fire and rescue authorities risk assessments must include an analysis of any gaps between existing capability and national resilience.
1.31	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.
1.33	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.

1.38	Work in partnership with communities and a wide range of partners locally and nationally in order
2. – Accountable to Communities	
2.3	Each fire and rescue authority integrated risk management plan must: ▪ Be accessible and publicly available ▪ Reflect effect consultation throughout development ▪ Cover at least a three year time span and be reviewed and revised as often as necessary ▪ Reflect up to date risk analysis and evaluation
2.4	Hold the CFO to account for the delivery of the fire and rescue service
2.5	Have arrangements in place to ensure that decisions are open to scrutiny
2.8	Make communities aware of how they can access data and information on their performance
3. – Assurance	
3.2	Publish an annual statement of assurance
3.4	Fire and rescue authorities must work collectively, with the Strategic Resilience Board, to provide assurance to Government that: ▪ Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified ▪ Existing specialist national resilience capabilities are fir for purpose 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.
4. – Firefighter Fitness	
4.1	**Each Fire & Rescue Authority must:** ▪ 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. ▪ Ensure that no individual will automatically face dismissal if they fall below standards of personal fitness required in order to perform their role safely ▪ Ensure that all operational personnel will be provided with support to maintain their levels of fitness for the duration of their career ▪ 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.

pg. 6	▪ 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. ▪ 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 operational duties and 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.