

PRINCIPLE 1: Focusing on the purpose of the Authority and on outcomes for the Community and creating and implementing a vision for the local area.	
1.1	<p>Exercising strategic leadership and clearly communicating the Authority's purpose and vision and its intended outcome for citizens and service users</p> <ul style="list-style-type: none"> ▪ Develop and promote the authority's purpose and vision ▪ Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements ▪ Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners. ▪ Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance
1.2	<p>Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning</p> <ul style="list-style-type: none"> ▪ Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available. ▪ Put in place effective arrangements to identify and deal with failure in service
1.3	<p>Ensuring that the authority makes best use of resources and taxpayers and service users receive excellent value for money</p> <ul style="list-style-type: none"> ▪ decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively ▪ Measure the environmental impact of policies, plans and decisions
PRINCIPLE 2: Members and officers working together to achieve a common purpose with clearly defined functions.	
2.1	<p>Exercising effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function</p> <ul style="list-style-type: none"> ▪ Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members and individually and the authority's approach towards putting this into practice ▪ Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers
2.2	<p>Ensuring that a constructive working relationship exists between authority Members and officers and that the responsibilities of Members and officers are carried out to a high standard</p> <ul style="list-style-type: none"> ▪ Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required ▪ Make a chief executive or equivalent responsible and accountable for all aspects of operational management ▪ Develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and responsibilities is maintained ▪ Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control ▪ Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and

	<p>regulations are complied with</p>
<p>2.3</p>	<p>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</p> <ul style="list-style-type: none"> ▪ Develop protocols to ensure effective communications between members and officers in their respective roles ▪ Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) ▪ Ensure that effective mechanisms exist to monitor service delivery ▪ Ensure that the organisation’s vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated. ▪ When working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively and in relation to the partnership and to the authority ▪ When working in partnership: <ul style="list-style-type: none"> - Ensure that there is clarity about the legal status of the partnership - Ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.
<p>PRINCIPLE 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</p>	
<p>3.1</p>	<p>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p> <ul style="list-style-type: none"> ▪ Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect. ▪ Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols. ▪ Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.
<p>3.2</p>	<p>Ensuring that organisational values are put into practice and are effective</p> <ul style="list-style-type: none"> ▪ Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners. ▪ Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice. ▪ Develop and maintain an effective standards committee. ▪ Use the organisation’s shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority. ▪ In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners’ behaviour both individually and collectively

PRINCIPLE 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	
4.1	<p>Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</p> <ul style="list-style-type: none"> ▪ Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible ▪ Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based ▪ Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice ▪ Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee ▪ Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints
4.2	<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs:</p> <ul style="list-style-type: none"> ▪ Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications ▪ Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately
4.3	<p>Ensuring that an effective risk management system is in place:</p> <ul style="list-style-type: none"> ▪ Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs ▪ Ensure that effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access
4.4	<p>Using their legal powers to the full benefit of the citizens and communities in their area:</p> <ul style="list-style-type: none"> ▪ Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to full benefit for their communities ▪ Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law ▪ Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision making processes
PRINCIPLE 5: Developing the capacity and capability of members and officers to be effective	
5.1	<p>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles:</p> <ul style="list-style-type: none"> ▪ Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis ▪ Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority

5.2	<p>Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group:</p> <ul style="list-style-type: none"> ▪ Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively ▪ Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed
5.3	<p>Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal:</p> <ul style="list-style-type: none"> ▪ Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority ▪ Ensure that career structures are in place for members and officers to encourage participation and development
<p>PRINCIPLE 6: Engaging with local people and other stakeholders to ensure robust public accountability</p>	
6.1	<p>Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</p> <ul style="list-style-type: none"> ▪ Make clear to themselves, all staff and the community to whom they are accountable and for what ▪ Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required. ▪ Produce an annual report on the activity of the scrutiny function
6.2	<p>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning</p> <ul style="list-style-type: none"> ▪ Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively ▪ Hold meetings in public unless there are good reasons for confidentiality ▪ Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively; these arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands ▪ Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result ▪ On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period ▪ Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings including partnerships, subject only to the need to preserve confidentiality in those specific circumstances when it is proper and appropriate to do so
6.3	<p>Making best use of human resources by taking an active and planned approach to meet responsibility to staff</p> <ul style="list-style-type: none"> ▪ Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making

PRINCIPLE 7: COMPLIANCE TO NATIONAL FRAMEWORK 2012

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 their communities and a wide range of partners locally and nationally to deliver their service.
- be accountable to communities for the service they provide.

Fire and Rescue Authorities must:

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.

Work with communities to identify and protect them from risk and to prevent incidents from occurring.

Each fire and rescue authority integrated risk management plan 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.

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.

Have effective business continuity arrangements in place in accordance with duties under Civil Contingencies Act 2004.

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

Collaborate with other FRAs, other emergency services, wider Category 1&2 responders and Local Resilience Forums to ensure interoperability.

Engage with the fire and rescue strategic resilience board in order to support discussions and decision making.

Fire and rescue authorities risk assessments must include an analysis of any gaps between existing capability and national resilience.

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.

Fire and Rescue strategic resilience board, to provide assurance to Government that risks are assessed, plans are in place and any gaps between existing capability and national resilience are identified and fit for purpose and any new capabilities commissioned to deliver by Government are procured, maintained and managed cost effectively.

Work in partnership with communities and a wide range of partners locally and nationally in order to meet the requirements of the framework.

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.

Hold the CFO to account for the delivery of the fire and rescue service.

Have arrangements in place to ensure that decisions are open to scrutiny.
Make communities aware of how they can access data and information on their performance.
Publish an annual statement of assurance.
Fire and rescue authorities must work collectively, with the Strategic Resilience Board, to provide assurance to Government that: <ul style="list-style-type: none">▪ 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 fit 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
Each Fire & Rescue Authority must: <ul style="list-style-type: none">▪ 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 the 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 well-being of the individual will be the key issue.▪ 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.