

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

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

PRINCIPLE OWNER(s):

PLANNING & PERFORMANCE – JOINT CORPORATE SERVICES

PREVENTION & ORGANISATIONAL PERFORMANCE

FINANCE

INFORMATION MANAGEMENT

#### F1 Managing risk

*Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making*

*Implementing robust and integrated risk management arrangements and ensuring that they are working effectively*

*Ensuring that responsibilities for managing individual risks are clearly allocated*

#### How Cheshire Fire and Rescue Service complies with this sub principle

There is a Risk Management Policy & Practitioner Guide (the Framework) which is embedded throughout the organisation and is applied to projects, programmes or any planned departmental activity. All Strategic risks are reviewed quarterly by the Risk owners and six monthly by the Risk Management Board (RMB). The organisation is also a member of ALARM which provides opportunities for benchmarking and sharing best practice. Risk Management Board have commissioned the ALARM Benchmarking exercise every three years, the last was undertaken in 2016 where the Authority maintained the highest risk performance level of 'Driving'.

There is a well-established network of Fire Risk Champions who promote good practice and ensure that risk is continually raised locally as part of the regular team meetings. This network gains some real value in sharing of best practice and acting as a 'peer group' in the management and maintenance of risk.

Members and officers at all levels of the Authority recognise that risk management is part of their day to day job. 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 assigned. Risk training is scheduled every 2 years and is also a part of the member development and induction programmes. The risk management function now forms part of the new joint corporate services (part of the Blue Light Collaboration Programme) and is located at the joint Police/Fire headquarters at Clemonds Hey a common risk management approach for both Police and Fire has been adopted.

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.

The service is also part of the Family Group 4 community which provides opportunities for sharing best practice and benchmarking against other Fire & Rescue Services with similar demographics.

In April 2017 the risk management function was transferred over to Cheshire Constabulary as part of the Blue Light Collaboration Programme to the new Joint Corporate Services team based at Clemonds Hey. This move provides new opportunities for sharing resilience and resources and the sharing of best practice in relation to risk management.

Fire and Rescue Indemnity Company Limited (FRIC). The Authority works in partnership with eight other fire and rescue authorities to provide discretionary protection against insurance claims made against the Authority and procures insurance cover on its behalf. The partnership also helps to inform the Authority's risk management

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

Risk Management Policy & Framework - Local  
[Risk Management Framework - Cop docs 3131](#)  
Corporate/Departmental Risk Registers - Local  
[Cheshire Planning System](#)

Health and Safety Policies and Procedures  
<http://www.cheshirefire.gov.uk/about-us/organisational-structure/health-safety-and-welfare>  
ALARM Risk Management Benchmarking Report 2016 - Local  
FRIC Performance Reports - Local

#### Assurance – where do we get assurances from?

Performance Management Group  
Internal/External Audits  
Risk Management Board  
Family Group 4  
Health & Safety Peer Review 2013  
ALARM Risk Management Benchmarking Results 2016

## F2 Managing Performance

*Monitoring service delivery effectively including the planning, specification, execution and independent post implementation review*

*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*

*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*

*Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement*

*Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)*

### **How Cheshire Fire and Rescue Service complies with this sub principle**

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 of programmes and projects is the responsibility of Performance & Projects Group

CFRS Five Year Strategy and annual Integrated Risk Management Plan include 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.

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.

Performance against plans and against performance indicators is monitored and reported quarterly. The Service produces Annual Performance Reports 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 - evidence links ( any evidence held on local internal drives can be requested)**

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  
Information Security Policy – 1255 - Local  
Information Management Policy 1074 - Local

**Assurance – where do you get assurances from?**

Terms of Reference (ToRs) for Committee Structures  
 Governance & Constitution Committee  
 Internal Audit  
 Performance & Projects Group

**F3 Robust internal control**

*Aligning the risk management strategy and policies on internal control with achieving objectives*

*Evaluating and monitoring risk management and internal control on a regular basis*

*Ensuring effective counter fraud and anti-corruption arrangements are in place*

*Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor*

*Ensuring an audit committee or equivalent group/function, which is independent of the executive and accountable to the governing body:*

- *Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment*
- *That its recommendations are listened to and acted upon.*

**F3 Robust internal control**

**How Cheshire Fire and Rescue Service complies with this sub principle**

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.

There is an established Risk Management Police & Practitioner Guide (the 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 regularly by the Risk Management Board and the Risk Management Practitioners Guide is reviewed by the Risk Champions Network.

There are policies in place relating to conduct of employees and anti-corruption.

Representatives from the Internal Audit Team (MIAA) 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.

The Governance and Constitution Committee provide additional assurance with regards risk management arrangements and internal control. Agendas and minutes are published on the CFRS website to provide public assurance.

CFRS publish what we spend on the website.

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

Risk Management Framework - Local  
[Risk Management Framework - Cop docs 3131](#)

Anti-Fraud & Corruption Policy - Local  
[Corporate Documents 1250](#)

[IRMP](#)

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

[Governance and Constitution Committee - Cheshire Fire and Rescue Service - Local](#)

[Corporate planning process - Local](#)

**Assurance – where do you get assurances from?**

Risk Management Benchmarking Exercise 2016  
Internal/External Audits  
Compliance with code of practice on managing Fraud and Corruption (CIPFA 2014)

**F4 Managing data**

Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data

Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies

Reviewing and auditing regularly the quality and accuracy of data used in decision making performance monitoring

**How Cheshire Fire and Rescue Service complies with this sub principle**

The Senior Information Risk Officer (SIRO) who is the Director of Governance & Commissioning is ultimately responsible for governance and scrutiny of information standards. The SIRO is supported by the Information Compliance and IT Security managers, and the SIRO may commission audits where there are concerns or to provide management with assurance of standards.

The Information Compliance and IT Security Managers provide policies, training, support and monitoring to ensure personal information is safely and appropriately handled, processed and shared. Heads of Department are the information owners (IOs) and responsible for the management, security and standards of their department information.

A data flow audit and project were completed in order to meet the requirements of the Data Protection Act 2018. High-level risks identified within the data flow audit were reported to relevant managers, and risks are monitored through an Information Risk Register.

The Information Security policy and overall security posture of the organisation has been comprehensively reviewed based against best practice and options will be presented to Senior Management for decision.

The Authority has Data Breach reporting in place, with security incidents managed by the Joint Corporate Service team, which provides more resilience and out of hours cover. The Authority has a Data Sharing policy, which requires the implementation of formal data sharing agreements in line with best practice.

Business Intelligence is regularly provided on performance and incident data to influence strategy and decision making.

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

Information Security Policy - Local <a href="#">Corporate Documents 1255</a>	Fire link MDT Information Security - Local <a href="#">Firelink MDT Security 1805</a>
Information Sharing Toolkit - Local <a href="#">Corporate Documents 1551</a>	Information Management Policy - Local <a href="#">CorporateDocuments 1074</a>
Handling Information Requests - Local <a href="#">Corporate Documents 3289</a>	<a href="#">Statement of Assurance</a>

**Assurance – where do you get assurances from?**

Information Commissioner Audit Internal/External Audit Statement of Assurance SIRO
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<b>F5</b>	<b>Strong public financial management</b>
Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	
Ensuring well-developed financial management is integrated at all levels of planning and control including management of financial risks and controls	
<b>How Cheshire Fire and Rescue Service complies with this sub principle</b>	
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 - evidence links ( any evidence held on local internal drives can be requested)**

Cheshire Fire Authority Constitution  
Section10: Financial Regulations  
Section 11: Scheme of Delegation  
<http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution>

[Medium term financial Plan](#)

**Assurance – where do you get assurances from?**

Budget Management Board  
Statement of Accounts – Audit Opinion  
Internal/external Audit  
Risk Management Board  
S151 Officer/ Chief Financial Officer  
Annual Governance Statement (AGS)