



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

ANNUAL REVIEW OF GOVERNANCE

Report of the Chief Fire Officer

Agenda Item No:

Date: 24 June 2011

Purpose of Report:

To inform Members of the review of the Authority's governance arrangements that has been recently carried out by the Strategic Director of Finance and Resources.

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1. BACKGROUND

- 1.1 Each year the Authority is required to include an annual governance statement in the final accounts. This statement reviews the governance arrangements and comments on any challenges for those arrangements going forward.
- 1.2 This report seeks the approval of members to the signing off of the governance statement by the Chair and the Chief Fire Officer.

2. REPORT

- 2.1 The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE framework “Delivering Good Governance in Local Government”.
- 2.2 The annual governance statement sets out how NFRS has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of an annual governance statement.
- 2.3 The statement is appended in full as appendix A to this report.
- 2.4 The key challenges for governance identified in the review are as follows:
 - 2.4.1 Noticeable reductions in central government grant will mean the Authority will have to make significant savings over the next three to four years whilst continuing to maintain a service which meets public expectations.
 - 2.4.2 A major review of fire cover, the first for over 20 years, has identified some significant changes to the service delivery model across the county. With public sensitivities high in relation to the Fire Service, some difficult and potentially controversial decisions may have to be made.
 - 2.4.3 The Authority’s prudent financial management, as shown in the MTFS, will allow it to phase in the impact of budget reductions and the implementation of its FCR. This should help to provide continuous stability during a period of immense transition.

2.4.4 The Authority will be undertaking a fundamental review of its governance framework in 2011. Approved by the Corporate Management Board and the Fire Authority, the Financial Regulations, Scheme of Delegation, Standing Orders and Code of Conduct will all be reviewed and updated to ensure the Authority continues to meet its statutory and moral obligations.

2.4.5 Accommodating new Members of the Fire Authority following recent elections and during a period of operational and financial transition will be a key challenge for the Authority. The Members training programmes and seminar sessions will be key to ensuring all remain apprised of up-to-date information to enhance the formal decision making process.

2.4.6 During the coming year, the Service will to address the above matters through its current structures and processes to further enhance governance arrangements.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report.

5. EQUALITY IMPACT ASSESSMENT

Equalities is a core value of the Authority and it is evident from the review of the governance framework that equalities issues are properly addressed within it.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising directly from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The governance framework of the authority is that series of systems, processes, values and culture which direct and control all decision making and policy development within the organisation. It is important therefore to review this regularly to ensure that this framework remains sufficiently robust and compliant with the code. The risk of not doing so is that the organisation could become dysfunctional and fail to set proper objectives and/or fail to achieve them.
- 8.2 There is also a requirement under regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of an annual governance statement.

9. RECOMMENDATIONS

It is recommended that Members approve the content of the annual governance statement.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Frank Swann
CHIEF FIRE OFFICER

NOTTINGHAMSHIRE FIRE AND RESCUE AUTHORITY **ANNUAL GOVERNANCE STATEMENT**

1.0 SCOPE OF RESPONSIBILITY

- 1.1** Nottinghamshire Fire and Rescue Authority (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2** In discharging this overall responsibility, the Authority is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, use of its resources and including arrangements for the management of risk and the maintenance of an effective internal control environment.
- 1.3** The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE framework Delivering Good Governance in Local Government.
- 1.4** This statement sets out how NFRS has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of an annual governance statement.

2.0 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1** The governance framework comprises the systems and processes, culture and values, for the direction and control of the Authority and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.

2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is part of an ongoing process designed to identify and prioritise the risks to the achievement of Nottinghamshire Fire and Rescue Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

2.3 The governance framework has been in place at the Authority for a number of years.

3.0 THE GOVERNANCE FRAMEWORK

3.1 In addition to the Annual Governance Statement the Authority has a Code of Corporate Governance that the Authority will commit to in carrying out its duties and responsibilities. In this document, officers have identified against each of the Code's principles what source documentation or existing practice demonstrates how the Authority complies with the principles that make up the Code. The Code can be found on the Authority's website.

3.2 Summarised below are some of the key elements of the systems and processes that underlie the Authority's governance arrangements:

3.3 Identifying and Communicating the Authority's vision and outcomes for citizens and service users:

3.3.1 After consulting with the citizens of Nottinghamshire and service users, assessing current risks and service priorities, the Authority prepares an Integrated Risk Management Plan (IRMP) that sets out the vision and service objectives for the organisation. The latest IRMP is incorporated into the Service Plan which covers the period 2010–2013 and the Authority consults with the citizens and other stakeholders to formulate its business plans for each financial year within this plan.

3.3.2 The Authority's vision is "Creating Safer Communities" and it strives to deliver this by developing a set of cohesive business plans and working in partnership with others to provide an excellent, affordable service to all the diverse communities of Nottinghamshire. To deliver this the Authority has established six key corporate objectives:

Prevention – we will

Work with young people to reduce arson, accidental fires and road traffic collisions (RTCs)

Focus on those most at risk from fire and other avoidable injuries

Work with partners to make our communities safer

Use and share data to identify those most at risk

Protection – we will

Maintain a risk based approach to enforce our statutory responsibilities.

Assist and support those responsible for fire safety within businesses

Work to reduce the economic costs of fire

Response – we will

Use our resources to meet the risks within our community

Gather and use risk based information to inform our response

Provide the highest standards of training, PPE, appliances and equipment that we can in order to keep our employees safe

Resilience - we will

Respond to growing risks from the environment

Work with our partners to ensure an effective response and recovery to major events.

Diversity and Workforce - we will

Recruit a workforce that reflects our community

Recruit and develop our employees to the highest standards to maintain and promote high standards of health, safety and wellbeing for all of our employees.

Governance and improvement - we will

Strive to become an excellent authority

Use our resources efficiently and effectively to provide value for money.

3.4 Monitoring the achievement of the Authority's objectives through a comprehensive performance management framework:

3.4.1 The Service operates a system of cascading business plans. The Service Plan is the highest level and from this a series of departmental and functional business plans are produced. Progress against these plans is reported on regularly using a piece of specialist software and the performance management team report on progress and outcomes to the performance committee of the Fire Authority. There are other plans outside the main business plans such as the equalities action plan which are separately reported on.

3.5 The Internal Control Environment:

3.5.1 The Authority's internal control environment comprises many systems, policies, procedures and operations. In reality these split into risk management, internal check/financial control and internal audit. Internal Check and financial control are clearly targeted towards financial matters whereas risk management has a much broader brief and is more associated with the risk of non-achievement of objectives and targets. The system cannot however eliminate all risks of failure to achieve the Authority's aims and objectives. Once a risk has been identified the Authority, where possible will eliminate that risk. If this is not possible then procedures are established to manage the risk effectively, efficiently and economically. Some of the significant control processes are outlined below:

3.5.2 Policy and Decision Making Process

The Authority has democratic control over its activities via an approved committee structure with agreed powers and duties that are periodically reviewed. The Authority has a written constitution that sets out how the Authority operates, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable. There is a formal briefing process prior to reports being finalised for Committee or Fire Authority meetings thus allowing key Members an opportunity to scrutinise proposed reports in detail. The Authority also runs Member

away-days, seminars and training sessions to help Members discuss issues in more detail and in a less formal environment.

3.5.3 Management Structure

The Authority has a clear management structure with defined roles and responsibilities, a Corporate Management Board made up of the Chief Fire Officer, Deputy and Assistant Chief Fire Officers and key departmental heads meet on a weekly basis. This board is supported by a number of “steering groups” responsible for areas such as Estates, ICT training etc. as well as the Service Assurance Steering Group which takes the role of a multi disciplinary team dealing with performance management and interdependencies. All steering groups report on a regular basis to the Corporate Management Board.

The Authority has an approved scheme of delegation to officers that is reviewed periodically by the CFO and the Clerk with any changes being approved by the FA.

3.5.4 Established Policies, Procedures & Regulations

The Authority ensures compliance with established policies, procedures, laws and regulations. The Information regarding policies and procedures is held on the intranet, and these are continually enhanced and developed through the introduction of new policies and procedures as and when required. The Authority has established policies on anti-fraud, fraud response and confidential reporting. The Authority carries out an annual review of financial regulations which clearly define how decisions are taken and the processes and controls required to manage risks. The list below outlines some of the key policies and process in place to enhance the internal control system that are reviewed as and when required:

- Treasury Management Strategy
- Procurement Strategy
- Financial Regulations & Standing Orders
- Scheme of Delegation
- Anti Fraud & Corruption Policy
- Whistleblowing Policy
- Complaints procedure
- Code of Corporate Governance
- Constitution
- Code of Conduct
- Equality and Diversity schemes
- Robust Workforce plan and establishment model

- Full range of robust policies and procedures to underpin the conduct of staff from operational procedures, discipline processes, through to performance development reviews

3.5.5 Internal Audit Function

The Authority has a strong Internal Audit function arrangement with Nottinghamshire County Council, and has well-established protocols for working with External Audit. The Audit Commission through its Inspectorate functions also reviews compliance with policies, procedures, laws, and regulations within their remit.

3.5.6 Risk Management Strategy

The Authority has a well established and embedded risk management strategy. This is managed on two levels, firstly at the corporate/strategic level by The Finance and Resources Committee. This Committee has delegated responsibility from the Fire Authority as part of the Governance arrangements and is advised by the ACO Finance and Resources on behalf of the CFO. In addition the Service also maintains an approach to Risk via its business plan monitoring which is administered through its Corporate Services Department. This ensures the service's Risk Manager can support departmental heads in robustly assessing the risks to the achievement of the services objectives.

3.5.7 Best Value Duty

The Authority ensures the economical, effective and efficient use of resources, and secures continuous improvement in the way in which its functions are exercised, by having regard to a combination of economy, efficiency, and effectiveness as required by the Best Value duty and its own Value For Money programme.

3.5.8 Financial Management

Financial management in the Authority and the reporting of financial standing is undertaken through a financial system which integrates the general ledger, sales ledger and purchase ledger functions and facilitates good budgetary control.

4.0 REVIEW OF EFFECTIVENESS

- 4.1 The Authority has responsibility for conducting a review of the effectiveness of its governance framework including the system of internal control, at least annually. The review of effectiveness is informed by the work of the Corporate Management Board and other senior managers

within the Authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

4.2 Maintaining and reviewing the effectiveness of the governance framework throughout the financial year has been carried out by the following:

- The Authority and its Committees
- Management Review
- Internal audit
- External bodies

4.3 The Authority and Its Committees

4.3.1 The Authority

The Authority reviews the vision and strategic service objectives before the commencement of each financial year when considering the coming year's service plan. At the 26th June 2009 Authority meeting Members re-affirmed the Authority's vision and updated their strategic service objectives following a period of extensive consultation. The revised objectives are contained in the updated Integrated Risk Management Plan, which has been fully revised by the 2010-2013 plan which was approved on 19th February 2010.

During the 2010/2011 year the Strategic Director of Finance and Resources, on behalf of the CFO, reviews and reports to Fire Authority progress against corporate governance against the CIPFA/SOLACE guidance.

The Fire Authority at its Annual General meeting reaffirmed the format and structure of its democratic decision process by reviewing and approving the powers and make-up of the following committees:

- The Policy and Strategy Committee
- The Finance & Resources Committee
- The Performance Monitoring Committee
- The Human Resources Committee
- The Community Safety Committee

- The Standards Committee

In addition to the above there are also panels for appointments, Equalities and Personnel matters

Terms of reference and responsibilities for all of these Committees form part of the Authority's Governance arrangements.

4.4 Management Review

4.4.1 Included in the day to day management of the organisation are a number of key officers, systems and procedures designed to provide core elements of the internal control mechanism, with a nominated lead officer responsible for reviewing the effectiveness of these systems.

4.4.2 There is a comprehensive system of performance management and review embedded within the Authority's management structure and processes. The 2010/13 Service Plan set out the Authority's key objectives for the year and these have been reflected in annual departmental business plans. These plans are then monitored by the Corporate Services department and managed by the individual departmental management teams. The performance monitoring team will assess achievement against key objectives and local performance indicators which are reported quarterly to the Corporate Management Board and the Performance Monitoring Committee. The External Auditors, as part of the national performance regime for Fire and Rescue Services, in their annual review, had questioned whether the targets being set were challenging enough. This is as a consequence of a history of improved performance against them over a period of five years. As a result a number of targets have been revised and these have been incorporated into revised business plans in line with the 2010-2013 IRMP.

4.4.3 Risk management at the strategic/corporate level forms part of the overall responsibilities of The Finance and Resources Committee and Members of this committee take a keen interest in Risk Management. In a proactive way this Committee have considered the desirable risk appetite of the organisation and set risk targets for the Service to report against. Risk Management is an integral part of project management and business planning within the Corporate Services department and both this and operational risk management, which is managed within the Risk Response function, are considered strong. The Service also maintains a comprehensive approach to health and safety which is undertaken by the Service's Health and Safety advisor and monitored by the Health Safety and Wellbeing Committee. This group of Officers and representative Bodies reports quarterly to the Corporate Management Board.

4.4.4 The Authority employed appropriate professional staff:

- A Statutory Monitoring Officer is responsible for ensuring the legality of Authority actions and supporting the Committee decision making process. No actions of the Authority were deemed ultra vires in the year and all relevant laws and regulations have been complied with. The monitoring officer is a qualified solicitor provided on a contractual basis to the Authority by the Legal Services Department of Nottingham City Council. This arrangement also includes support for the Authority's wider governance structure.
- A Responsible Finance Officer has been appointed as the independent Treasurer to the Authority to ensure the proper and effective administration of the financial affairs of the Authority. The Strategic Management Team ensure that the Authority approve a realistic and affordable financial plan for both revenue and capital expenditure which links to the IRMP and the Service Plan. The Authority continued to ensure it had strong arrangements for managing its finances including strong leadership throughout the year. The financial planning process is well embedded and understood across the Authority by staff and Members. An in house financial team managed by the ACO Finance and Resources maintain the correct competencies and ensure that the Strategic Team receive all appropriate information to support the key decisions and objectives of the service.

4.4.5 Budget monitoring remains robust at both strategic and service level via the production of monthly financial monitoring reports for both Capital and Revenue budgets. These reports as well as being scrutinised by budget managers are also reported monthly to the Corporate Management Board and quarterly to the Finance and Resources Committee.

4.4.6 Steering groups and functional Heads also exercise a detailed degree of budget monitoring against the capital programme.

4.4.7 The Audit Commission approved an unqualified Statement of Accounts for 2009/10 and it is anticipated this will be repeated in 2010/11. A presentation by the Executive Director of Resources on the final accounts together with a detailed year-end report to the Authority helped communicate the year-end position to Members in a clear and understandable format. Members were fully engaged with the process and asked a number of detailed questions about the accounts.

4.5 Internal Audit

- 4.5.1** The Authority procured its internal audit service under a contract with Nottinghamshire County Council and the arrangement and service was in accordance with the CIPFA Code of Practice for Internal Audit in Local Government 2006. The internal audit plan for 2009/10, prioritised by a combination of the key internal controls, assessment and review on the basis of risk, was approved by the Authority during the year. All internal audit reports included an assessment of the internal controls and prioritised action plans, if relevant, to address any areas needing improvement. These reports were submitted to CFO, the ACO Finance & Resources and the relevant managers as appropriate.. All finalised reports were submitted to the Finance and Resources Committee acting in its role as Audit Committee. Audit reports are also fed into the performance management function within the Corporate Services Department to ensure that recommendations are implemented to agreed timescales.

The Annual Internal Audit Report to the Finance and Resources Committee on 9 July 2010 concluded that:

“from work carried out during the 2009/10 financial year, we have been able to satisfy ourselves that the overall level of internal control is satisfactory and provides a good basis for effective financial and resource management”.

4.6 External Review

- 4.6.1** External audit services are carried out by the District Auditor on behalf of the Audit Commission. Under the revised Code of Audit Practice, the District Auditor is required to focus on corporate performance management and financial management arrangements, as these form a key part of the system of internal control and comprise the arrangements for:

establishing strategic and operational objectives, determining policy and making decisions;

ensuring compliance with established policies, procedures, laws and regulations including the general duty of best value, where applicable;

identify, evaluating and managing operational and financial risks and opportunities, including those arising from involvement in partnerships and joint working;

managing its financial and other resources, including arrangements to safeguard the financial standing of the Authority;

monitoring and reviewing performance, including arrangements to ensure data quality; and

ensuring that the Authority's affairs are managed in accordance with proper standards of conduct and to prevent and detect fraud and corruption.

- 4.6.2** The District Auditor reported on these matters in the 2009/2010 Annual Governance report and Annual Audit and Inspection Letter. These documents reflect the Auditor's findings and conclusions from auditing the Statement of Accounts and for 2008/09.

5.0 SIGNIFICANT ISSUES FOR GOVERNANCE

- 5.1** Noticeable reductions in central government grant will mean the Authority will have to make significant savings over the next three to four years whilst continuing to maintain a service which meets public expectations.
- 5.2** A major review of fire cover, the first for over 20 years, has identified some significant changes to the service delivery model across the county. With public sensitivities high in relation to the Fire Service, some difficult and potentially controversial decisions may have to be made.
- 5.3** The Authority's prudent financial management, as shown in the MTFs, will allow it to phase in the impact of budget reductions and the implementation of its FCR. This should help to provide continuous stability during a period of immense transition.
- 5.4** The Authority will be undertaking a fundamental review of its governance framework in 2011. Approved by the Corporate Management Board and the Fire Authority, the Financial Regulations, Scheme of Delegation, Standing Orders and Code of Conduct will all be reviewed and updated to ensure the Authority continues to meet its statutory and moral obligations.
- 5.5** Accommodating new Members of the Fire Authority following recent elections and during a period of operational and financial transition will be a key challenge for the Authority. The Members training programmes and seminar sessions will be key to ensuring all remain apprised of up-to-date information to enhance the formal decision making process.

5.6 During the coming year, the Service will seek to address the above matters through its current structures and processes to further enhance governance arrangements.

Signed.....
Cllr Darrell Pulk
CHAIRMAN

Signed.....
Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE
AND RESCUE AUTHORITY**

LOCAL CODE ON CORPORATE GOVERNANCE

AIMS OF THE LOCAL CODE ON CORPORATE GOVERNANCE

Nottinghamshire and City of Nottingham Fire and Rescue Authority and its Officers are committed to ensuring that it has an excellent system of corporate governance. The Authority embraces the principles of good governance: openness, inclusivity, integrity and accountability.

The Authority is dependent on its Members and officers in delivering excellent corporate governance, and requires them to conduct themselves in accordance with the high standards expected by the citizens of Nottinghamshire. The Service will respond positively to the recommendations of external audit and statutory inspectors and implement agreed actions effectively.

AIMS

The Authority is committed to delivering excellent corporate governance in all aspects of its work, including:

1. Focusing on the community

The Authority and its Officers will:

- Work for and with our communities;
- Exercise leadership in our local communities;
- Contribute to and promote the well-being of our communities.

2. Arrangements for service delivery

The Authority and its Officers will:

- Aim to improve its services to local communities;
- Ensure that its policies are implemented;
- Act upon its decisions.

3. The structures and processes in place

The Authority and its Officers will maintain effective political and managerial structures and processes to govern decision making and the exercise of authority within the organisation.

4. Managing risk and establishing internal control

The Authority and its Officers will establish and maintain a strategy, framework and processes to manage risk and demonstrate effective internal control.

5. Maintaining standards of conduct

The Authority will work to ensure that high standards of behaviour are shown by its Members, officers and agents. The Service has drawn together a detailed framework for establishing excellent corporate governance as set out in this statement. Compliance with the framework will be monitored each year and reported to the Policy and Strategy Committee.



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LOCAL CODE ON CORPORATE GOVERNANCE

LOCAL CODE ON CORPORATE GOVERNANCE

Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to ensuring that it has an excellent system of corporate governance and embraces the core principles of good governance:

1. Focusing on the purpose of the organisation and on outcomes for the community and creating and implementing a vision for the local area.
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles.
3. Promoting values for the organisation and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
5. Developing the capacity and capability of Members and officers to be effective.
6. Engaging with local people and other stakeholders to ensure robust public accountability.

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. By publishing this Local Code on Corporate Governance the Authority is demonstrating its commitment to achieving these aims.

The Authority, in embracing the core principles, will contribute to leadership for Nottinghamshire by providing a vision for our Fire and Rescue Service and leading by example in the way it makes decisions, and implements those decisions.

The Authority will produce an annual governance statement in order to report publicly on the extent to which it complies with the core principles including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period. This complies with regulation 4(2) Accounts and Audit regulations.

The Service's Chief Fire Officer will be responsible for overseeing the implementation and monitoring of the Local Code on Corporate Governance, reviewing its operation in practice and recommending any changes that may be necessary to maintain it and ensure its effectiveness in practice. The Chief Fire Officer and Strategic Directors will be responsible for ensuring that officers in their departments are aware of and embrace the principles of good corporate governance set out in this Code.

The core principles have been translated into a framework which seeks to ensure that they are fully integrated in the conduct of the Service's business and establishes a means of demonstrating compliance. The framework is based on the SOLACE/CIPFA 2007 publication "Delivering Good Governance in Local Government".

The authority will respond positively to the recommendations of external audit and statutory inspectors in respect of corporate governance and implement agreed actions effectively.

THE CORE PRINCIPLES - FRAMEWORK

1. Focusing on the purpose of the service and on outcomes for the community and creating and implementing a vision for the local area, by:

- a. Exercising strategic leadership by developing and clearly communicating the Service's purpose and vision and its intended outcomes for citizens and service users. To achieve this, the Authority will:
 - i) Develop and promote the Service's purpose and vision
 - ii) Review on a regular basis the Service's vision for the area and its implication for the Service's governance arrangements
 - iii) Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners
 - iv) Produce an annual report to coincide with the Statement of Accounts, by the 30 June each year
- b. Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning. To achieve this, the Authority will:
 - i) 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.
 - ii) Put in place effective arrangements to identify and deal with failure in service delivery.
- c. Ensuring that the Authority makes best use of resources and that tax payers and service users receive excellent value for money. To achieve this, the Authority will:
 - i) Carry out works to achieve at least a "3" for Value for Money in any future CPA assessment

Examples of how the Authority could demonstrate its commitment to this core principle:

- Local Code on Corporate Governance;
- Partnership protocols;
- Local area agreements;
- Annual financial statements;
- Annual business plan;
- Performance management framework;
- Customer Comments Procedure.

2. Members and officers working together to achieve a common purpose with clearly defined functions and roles, by

- a. Ensuring effective leadership throughout the Service and being clear about the boundaries that exist between Officer and Members functions and of the roles and responsibilities of the scrutiny function. To achieve this, the Authority will:

- i) Set out a clear statement of the respective roles and responsibilities of the Strategic Management Team (SMT) and of SMTs Members individually and the Service's approach towards putting this in to practice.
 - ii) Set out a clear statement of the respective roles and responsibilities of other Officers and Members generally.

- b. Ensuring that a constructive working relationship exists between Council Members and officers and that the responsibilities of Members and officers are carried out to a high standard. To achieve this, the Authority will:
 - i) Determine a scheme of delegation and reserve powers within the Members Handbook 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.
 - ii) Make the Chief Fire Officer responsible and accountable to the Authority for all aspects of operational management.
 - iii) Develop protocols to ensure that the Chair of the Fire Authority and Chief Fire Officer negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.
 - iv) Make the Authority's Section 151 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.
 - v) Make the Clerk to the Fire Authority responsible to the Authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.

- c. Ensuring relationships between the Authority, its partners and the public are clear so that each knows what to expect of the other. To achieve this, the Authority will:
 - i) Develop protocols to ensure effective communication between Members and officers in their respective roles
 - ii) 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
 - iii) Ensure that effective mechanisms exist to monitor service delivery
 - iv) 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
 - v) When working in partnership, ensure that Members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority
 - vi) When working in partnership ensure that there is clarity about the legal status of the partnership and 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

Examples of how the Service could demonstrate its commitment to this core principle:

- The Authority's Standing Orders;
- Records of decisions and supporting materials;
- Conditions of employment;
- Scheme of delegation;
- Job descriptions/specification;
- Member/officer protocol;
- Corporate plans;
- Budgets;
- Protocols for partnership working including an assessment toolkit and exit strategies.

3. Promoting values for the Service and demonstrating the values of good governance through upholding high standards of conduct and behaviour, by

a. Ensuring the Authority's Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance. To achieve this, the Authority will:

- i) Ensure that the Authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect
- ii) Ensure that standards of conduct and personal behaviour expected of Members and officers, of work between Members and officers and between the Authority, its partners and the community are defined and communicated through codes of conduct and protocols
- iii) Put in place arrangements to ensure that Members and officers 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

b. Ensuring that organisational values are put into practice and are effective. To achieve this the Authority will:

- i) Develop and maintain shared values including leadership values for both the Authority Members and officers reflecting public expectations, and communicate these with Members, officers, the community and partners
- ii) 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
- iii) Develop and maintain an effective Standards Committee
- iv) Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority
- v) 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

Examples of how the Service could demonstrate its commitment to this core principle:

- Codes of conduct;
- Performance appraisal;
- Customer Comments procedures;
- Anti-fraud and –corruption policy;
- Standing Orders;
- Financial Regulations;
- Regular reporting to Full Authority;
- Decision-making practices;
- Gifts and hospitality policy;
- Protocols for partnership working.

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk, by

- a. Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny. To achieve this the Authority will:
 - i) Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Authorities performance overall
 - ii) Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based
 - iii) 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
 - iv) Develop and maintain an effective Performance Committee which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee
 - v) Ensure that effective, transparent and accessible arrangements are in place for dealing with Customer comments

- b. Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs. To achieve this the Authority will:
 - i) Ensure that those making decisions for the Authority are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications
 - ii) 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

- c. Ensuring that an effective risk management system is in place. To achieve this the Authority will:
 - i) Ensure that risk management is embedded into the culture of the Authority, with Members and Officers at all levels recognising that risk management is part of their jobs
 - ii) Ensure that effective arrangements for whistleblowing are in place to which officers, staff and all those contracting with or appointed by the Authority have access

- d. Using their legal powers to the full benefit of the citizens and communities in their area. To achieve this the Authority will:
 - i) 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 the full benefit of their communities
 - ii) Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law
 - iii) 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

Examples of how the Service could demonstrate its commitment to this core principle:

- Members' code of conduct;
- Training for committee Members;
- Publication of SMT and PaCT meetings within the service;
- Customer Comments procedure;
- Risk management protocol;
- Standing orders and financial regulations;
- Whistleblowing policy;
- Monitoring officer provisions.

5. Developing the capacity and capability of members and officers to be effective, by

- a. Making sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles. To achieve this the Authority will:
 - i) Provide induction programmes tailored to individual needs and opportunities for Members and officers to update their knowledge on a regular basis
 - ii) 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 Council
 - iii) Achieve Members charter status and undertake actions to maintain this status. As detailed in the IDeA/LGEM regional councillor development charter.
- b. Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group. To achieve this the Authority will:
 - i) Assess the skills required by Members and officers and make a commitment to develop those skills to enable roles to be carried out effectively
 - ii) 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
 - iii) Ensure that effective arrangements are in place for reviewing the performance of the Strategic Management Team as a whole and of individual Members and agreeing an action plan which might, for example, aim to address any training or development needs
- c. Encouraging new talent for membership of the Authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal. To achieve this the Authority will:
 - i) 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
 - ii) Ensure that career structures are in place for Members and officers to encourage participation and development

Examples of how the Service could demonstrate its commitment to this core principle:

- Training and development plans;
- Induction programme;
- Personal development reviews;
- Update courses/information;
- Succession planning;
- Provision and maintenance of the Members' Handbook.

6. Engaging with local people and other stakeholders to ensure robust public accountability, by

- a. Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships. To achieve this the Authority will:
 - i) Make clear to themselves, all officers and the community to whom they are accountable and for what
 - ii) Consider those institutional stakeholders to whom the Authority is accountable and assess the effectiveness of the relationships and any changes required
 - iii) Produce an annual report on the activity of the scrutiny function

- b. 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. To achieve this the Authority will:
 - i) 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
 - ii) Hold meetings that are open to the public unless there are good reasons for confidentiality
 - iii) 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
 - iv) 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
 - v) On an three year basis, publish a community safety plan which will be updated annually, giving information on the Authorities vision, strategy, plans and as well as information about its outcomes achievements the in the previous period
 - vi) Ensure that the Authority as a whole is open and accessible to the community, service users and its officers 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 where it is proper and appropriate to do so

- c. Making the best of human resources by taking an active and planned approach to meet responsibility to officers. To achieve this the Authority will:
 - i) Develop and maintain a clear policy on how officers and their representatives are consulted and involved in decision making

Examples of how the Service could demonstrate its commitment to this core principle:

- Annual scrutiny report;
- Partnership framework;
- Community Safety plan and annual updates;
- Standing Orders.