Tyne and Wear Fire and Rescue Service

Creating the Safest Community

Tyne and Wear Fire and Rescue Authority
Code of Corporate Governance

May 2022

1. Introduction

Tyne and Wear Fire and Rescue Authority (the Authority) is the publicly accountable body that oversees the service delivery of the fire service on behalf of the community. The Authority is committed to demonstrating that it has the necessary arrangements in place to perform effectively and this Code sets out the way in which it will meet this commitment. Good corporate governance requires the Authority to carry out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, impartiality and inclusivity.

This Code is based on best practice guidance set out in the Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives (CIPFA / SOLACE) 2016 *Delivering Good Governance in Local Government Framework.* This guidance assists the Authority in developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way, ensuring that:

- Resources are directed in accordance with agreed policy and according to priorities;
- There is sound and inclusive decision making; and
- There is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

2. The governance framework

The governance framework comprises of systems, processes, culture and values by which the Authority is directed and controlled. This framework enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money. Good governance leads to effective:



The system of internal control is a significant part of the governance 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 based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's objectives, to evaluate the likelihood of those risks being realised, the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control assures that in conducting its business, the Authority:

- Ensures its values and ethical standards are met;
- Operates in a lawful, open, inclusive and honest manner;
- Ensures that public money and assets are safeguarded from inappropriate use, properly accounted for and used economically, efficiently and effectively;
- Has effective arrangements for the management of risk;
- Enables human, financial, environmental and other resources to be managed effectively;
- Properly maintains records and information; and
- Secures continuous improvement in the way that it operates.

3. Ethical frameworks

In adhering to the Authority's values and codes of conduct, Members and staff, as holders of public office are bound by the Seven Principles of Public Life (the Nolan Principles).

The Seven Principles of Public Life

- **Selflessness** - We act in the interest of the public, with a focus of how the service provides value and benefit to the community
- **Integrity** - We always do the right thing
- **Objectivity** - We provide an evidence-based service to the public
- **Accountability** - We are responsible for our decisions and behaviour
- **Openness** - We are open and transparent in everything that we do
- **Honesty** - We are truthful and trustworthy
- **Leadership** - We act as a role model, exhibiting these principles and challenging poor behaviour whenever it occurs.



In May 2021, the National Fire Chief's Council published a Core Code of Ethics, which sets out the principles, and standards of conduct and personal behaviour expected of staff. In June 2021, the fire service adopted these five fire-centric principles, based on the Nolan Principles and staff are expected to abide by them.

Core Code of Ethics - Five ethical principles

- **Community at our Heart** - We will put the interest of the public, the community, and service users first.
- **Integrity** - We will act with integrity including being open, honest, truthful, accurate and consistent in our actions, words, decisions, methods, and outcomes.
- **Dignity and Respect** - We will treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.
- **Leadership** - We will be positive role models, always demonstrating flexible and resilient leadership. We will be accountable for our behaviour, decisions, and actions, and challenge all behaviour that falls short of the highest standards.
- **Equality, Diversity & Inclusion (EDI)** - We will continually recognise and promote the value of EDI, both within the fire service and the wider communities in which we serve. We will stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

4. Strategic planning framework

Below is an overview of our vision, mission and strategic planning framework. The TWFRS Strategy 2025 sets out the priorities for the next five years and explains how we will respond to change and explore innovative ways of working whilst continuing to deliver a first-class service to the communities of Tyne and Wear. This work is supported by organisational, departmental and project plans, policies and procedures.



5. The principles of good governance

To support the Authority to achieve its intended outcomes it is essential that effective governance arrangements are in place. This Code brings together in one document all the governance and accountability arrangements it has in place. This Code is based on best practice guidance and describes how Members and staff will discharge their responsibilities and govern the fire service in accordance with these principles.

The first two principles underpin the framework and focus on **acting in the public interest.** Principles A and B are behaviourally orientated and should permeate the way in which all the other principles are applied.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
B. Ensuring openness and comprehensive stakeholder engagement.

Principles C to G should be undertaken as a series of activities to ensure good governance and continuous improvement by ensuring there are **effective arrangements** in place for:

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
D. Determining the interventions necessary to optimise the achievement of intended outcomes.
E. Developing the Authority's capacity, including the capability of its leadership and the individuals within it.
F. Managing risks and performance through robust internal control and strong public financial management.
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

The diagram below shows how the principles relate to one another:



The following pages detail what the Authority will need to achieve to meet the criteria of the CIPFA / SOLACE principles of good governance.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

The Authority are accountable for how much they spend, and how they use the resources under their stewardship. They have an overarching responsibility to serve the public interest by adhering to legislation and government policies. It is essential that the Authority can demonstrate the appropriateness of their actions and have mechanisms in place to encourage and enforce ethical values and respect for the law. The Authority will achieve this by:

Behaving with integrity

- 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 Authority.
- Ensuring Members take the lead in establishing specific standard operating principles or values for the Authority and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).
- Leading by example and using the above standard operating principles or values as a framework for decision making and other actions.
- 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.

Demonstrating strong commitment to ethical values

- Seeking to establish, monitor and maintain the Authority's ethical standards and performance.
- Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the Authority's culture and operation.
- Developing and maintaining robust policies and procedures, which place emphasis on agreed ethical values.
- Ensuring that external providers of services on behalf of the Authority are required to act with integrity and in compliance with ethical standards expected by the Authority.

Respecting the rule of law

- Ensuring Members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.
- Creating the conditions to ensure that the statutory officers, other key post holders, and Members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.
- Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.
- Dealing with breaches of legal and regulatory provisions effectively, ensuring corruption and misuse of power are dealt with effectively.

B. Ensuring openness and comprehensive stakeholder engagement

The fire service operates for the public good; therefore, the Authority should ensure openness in all of its activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as stakeholders. The Authority will achieve this by:

Openness

- Ensuring an open culture through demonstrating, documenting and communicating the Authority's commitment to openness.
- 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.
- 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.
- Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.

Engaging comprehensively with stakeholders

- Effectively engaging with stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.
- Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.
- Ensuring that partnerships are based on:
    - trust;
    - a shared commitment to change;
    - a culture that promotes and accepts challenge among partners and;
    - that the added value of partnership working is explicit.

Engaging with individual citizens and service users effectively

- Establishing a clear policy on the type of issues that the Authority will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.
- Ensuring that communication methods are effective and that Members and staff are clear about their roles with regard to community engagement.
- Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account.
- Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.
- Taking account of the impact of decisions on future generations of taxpayers and service users.

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

The long-term nature and impact of many of the Authority's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the fire service's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available. The Authority will achieve this by:

Defining outcomes

- Having a clear vision, which is an agreed formal statement of the Authority's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the Authority's overall strategy, planning and other decisions.
- 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.
- Delivering defined outcomes on a sustainable basis within the resources that will be available.

Sustainable economic, social and environmental benefit

- Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision.
- Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the Authority's intended outcomes and short-term factors such as the political cycle or financial constraints.
- Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.
- Ensuring fair access to services.

D. Determining the interventions necessary to optimise the achievement of intended outcomes

The Authority achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that the fire service has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that the achievement of outcomes is optimised. The Authority will achieve this by:

Determining interventions

- 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.
- 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 impacts.

Planning interventions

- Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.
- Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.
- Considering and monitoring risks facing each partner when working collaboratively, including shared risks.
- Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances.
- Establishing appropriate key performance indicators as part of the planning process to identify how the performance of services and projects is to be measured.
- Ensuring capacity exists to generate the information required to review service quality regularly.
- Preparing budgets in accordance with objectives, strategies and the Medium Term Financial Strategy .
- Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.

Optimising achievement of intended outcomes

- Ensuring the Medium Term Financial Strategy integrates and balances service priorities, affordability and other resource constraints.
- Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.
- Ensuring the Medium Term Financial Strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.
- Ensuring the achievement of ‘social value’ through service planning and commissioning.

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

The Authority needs appropriate structures and leadership, as well as people with the right skills and appropriate qualifications to operate efficiently and effectively and achieve their intended outcomes within specified periods. The fire service must ensure that it has both the capacity to fulfil its strategic objectives and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which the fire service operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership is strengthened by the participation of people of many different types of backgrounds, reflecting the structure and diversity of communities. The Authority will achieve this by:

Developing the Authority's capacity

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

Developing the capacity of the Authority's leadership and other individuals

- Developing protocols to ensure that Members and officers negotiate with each other regarding their respective roles and that a shared understanding of roles and objectives is maintained.
- Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.
- Ensuring the Chair and the Chief Fire Officer have clearly defined and distinctive leadership roles whereby the Chief Fire Officer leads in implementing strategy and managing the delivery of services and other outputs set by Members and each provides a check and a balance for each other's authority.
- Developing the capabilities of Members and senior management to achieve effective leadership and to enable the Authority to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:
    - ensuring Members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged.
    - ensuring Members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis.

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

The Authority needs to ensure that the organisational and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates the effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires commitment from those in authority. The Authority will achieve this by:

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.

Managing performance

- Monitoring service delivery effectively including 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 Authority'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 Authority's performance and that of the fire service, for which it is responsible.
- 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).

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.

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 and performance monitoring.

Strong public financial management

- 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.

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

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned with not only reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the fire service plans and carries out its activities in a transparent manner. Both Internal and External Audit contribute to effective accountability. The Authority does this by:

Implementing good practice in transparency

- 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.
- 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.

Implementing good practices in reporting

- Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way.
- Ensuring Members and senior management own the results reported.
- Ensuring robust arrangements for assessing the extent to which the principles contained in this framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the Annual Governance Statement).
- Ensuring that this framework is applied to jointly managed or shared service organisations as appropriate.
- Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations.

Assurance and effective accountability

- Ensuring that recommendations for corrective action made by External Audit are acted upon.
- Ensuring an effective Internal Audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon.
- Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.
- Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.
- Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met.

6. Code of governance evidence of compliance

	Principle A Behaving with integrity	**Principle B** Ensuring openness	**Principle C** Defining outcomes	**Principle D** Determining interventions	**Principle E** Developing the Authoritys capacity	**Principle F** Managing risk, performance & finance	**Principle G** Implementing good practices
Constitution: Part 1 Standing Orders	X	X			X		
Constitution: Part 2 Financial Regulations	X	X		X	X	X	
Constitution: Part 3 Delegation Scheme	X	X			X	X	
Constitution: Part 4 Terms of Reference		X			X		
Constitution: Part 5 Codes of Conduct	X	X			X		
Constitution: Part 6 Members Allowance Scheme	X	X			X		
Constitution: Part 7 CFO Emergency Powers	X	X			X		
Annual departmental plans			X	X	X	X	X
Annual Equality and Gender Pay Gap report		X		X			X
Annual Governance Statement	X	X				X	X
Annual Report: Our year in review		X		X	X	X	X
Annual Service Operating Plan		X	X	X	X	X	X
Anti-bribery policy	X	X			X	X	
Anti-fraud and corruption policy	X	X			X	X	
Authority and committee timetable and report publication		X		X	X	X	
Budget monitoring / preparation		X	X	X	X	X	
Business continuity management			X		X	X	
Capital policy and programme		X	X	X		X	X
Community Risk Profile 2020-23		X	X	X		X	
Compliments and complaints policy	X	X					X
Consultation policy		X	X	X			
Efficiency Plan			X				
Equality impact assessments	X	X	X	X			X
External Audit (of accounts, Auditor's Annual Report and value for money opinion)	X	X	X			X	X
Governance Committee	X			X	X	X	X
Health and safety policy, inspections and reporting			X	X		X	X
Induction guidelines / checklist	X				X	X	
Information Management – data, document and security policies	X	X		X		X	X

	Principle A Behaving with integrity	**Principle B** Ensuring openness	**Principle C** Defining outcomes	**Principle D** Determining interventions	**Principle E** Developing the Authoritys capacity	**Principle F** Managing risk, performance & finance	**Principle G** Implementing good practices
Integrated Risk Management Plan 2021-2024		X	X	X		X	X
Internal Audit plan and annual report	X	X		X		X	X
Job descriptions / person specification			X		X		
Local Code of Corporate Governance	X	X			X		
Malpractice occurring in the workplace (whistle-blowing)	X	X				X	
Medium Term Financial Strategy 2021/22-2024/2025		X	X	X	X	X	X
Member allowance scheme		X					X
Member induction and development programme	X				X		
Modern Slavery Act Transparency Statement	X	X				X	
Narrative Statement		X		X		X	
Occupational Health Unit – employee assistance, health and wellbeing			X		X		
Partnership register / agreements		X	X	X	X		X
Pay policy statement		X		X			X
Performance development review	X				X		
Performance management / reporting			X	X	X	X	X
Privacy policy / notice				X		X	
Procurement policy 2021-24	X	X	X	X			X
Register of gifts and interests	X	X					
Reserves policy 2020/21 to 2024/25		X	X	X		X	
Risk management policy and corporate risk register			X	X		X	X
Staff engagement / surveys		X	X		X	X	
Statement of Accounts	X	X	X			X	X
Statement of Assurance	X	X				X	X
Transparency Code / FOI publication scheme		X					X
Treasury Management Policy	X		X	X			
TWFRS Strategy 2025		X	X		X		
TWFRS 2025 programme		X	X	X	X		
Vision, missions and core values	X	X	X				X

7. Key roles of the Authority's governance framework

Fire Authority	The Authority is the publicly accountable body that oversees the service delivery of the fire service on behalf of the community. The Authority operates in accordance with a formal constitution, which sets out details of the governance arrangements under which they conduct their business. In practice, responsibilities and other functions are assigned to sub-committees of the Authority, or to senior officers via the scheme of delegation. The Authority is the decision-making body, which approves the constitution, fire service strategy, governance reporting and budgetary framework. Members with support from their officer colleagues are responsible for: • Determining the policy direction of the fire service; • Setting a budget to fund the delivery of that policy direction; and • Undertaking scrutiny to ensure that intended outcomes are being achieved efficiently, effectively and in accordance with statutory requirements. The Authority must appoint the statutory officers, who are required to help ensure that the authority conducts its affairs appropriately.
Governance Committee	The Governance Committee independently assurances the adequacy and effectiveness of the Authority's governance arrangements, risk management and the internal control environment. The Committee scrutinises the Authority's financial and non-financial performance and is responsible for: • Monitoring and reviewing the risk, control and governance processes to ensure internal control systems are effective and that policies and practices are in compliance with statutory and other regulations and guidance; • Ensuring governance arrangements are kept under continual review through reports prepared by officers with responsibility for aspects of this Code; • Making recommendations concerning relevant governance aspects of the Constitution; • Considering Internal Audit's Annual Audit Plan and Report and the reports and opinions of the External Auditor, including the Auditor's Annual Report and monitoring the management action in response to any issues raised. • The Authority's ethical framework and the promotion of high standards of conduct, working closely with the Monitoring Officer to deal with complaints about Member conduct. • Aligning with the core functions of an audit committee, as identified in CIPFA's Audit Committees – Practical Guidance for Local Authorities and undertakes an assurance and advisory role.
Statutory Officer: Head of Paid Services is the **Chief Fire Officer**	The Chief Fire Officer is responsible for the day-to-day management and operations of the fire service and the provision of professional advice to the Authority and its committees. Together with the Monitoring Officer, the Chief Fire Officer is also responsible for ensuring a system for recording and reporting Authority decisions.

Statutory Officer: Chief Finance Officer Is the **Finance Director** (Section 151 Officer)	The Finance Director is responsible for: • Establishing a framework for the proper administration of the Authority's financial affairs. • Setting and monitoring compliance with financial management standards. • Establishing an adequate and effective system of Internal Audit. • advising on the corporate financial position, and key controls necessary for sound financial management. • Giving accurate, impartial advice and information on financial issues to the Authority, and the fire service senior management team.
Statutory Officer: **Monitoring Officer**	The Monitoring Officer is responsible for: • Standards of conduct for Members of the Authority. • Maintaining the Authority's constitution . • Ensuring a system for recording and reporting Authority decisions, together with Chief Fire Officer. • Together with the Finance Director advising the Authority when their decisions are not in accordance with the policy and budget framework. • Ensuring that no action of the Authority contravenes any legislation or code of practice, or may lead to a charge of maladministration. • Preparing a formal report for the Authority, after consultation with the Chief Fire Officer and Finance Director, where they consider that any proposal, decision or omission will give rise to unlawfulness or maladministration.
Deputy Chief Fire Officer	The Deputy Chief Fire Officer is responsible for maintaining the Authority's Code of Corporate Governance and initiating the annual review of effectiveness.
Executive Leadership Team	The Executive Leadership Team are responsible for developing, maintaining and implementing the Authority's governance, risk and control framework. They are also responsible for: • Providing clear direction to the fire service and senior managers. • Providing information from various sources to inform governance arrangements, e.g. performance, financial and risk management arrangements and reports. • Contributing to the completion and review of the Annual Governance Statement.
Risk Management	A process whereby corporate, departmental and project risks are understood and managed proactively, optimising success by minimising threats and maximising opportunities.
Internal Audit	The Internal Audit function is responsible for independently assuring the adequacy and effectiveness of the Authority's governance, risk and control framework. This is undertaken by delivering a programme of risk based audit activity and where appropriate making recommendations for improvement.
External Audit	The External Audit function is responsible for auditing and reporting on the Authority's financial statements, providing an opinion on the Authority's accounts and the use of resources, concluding on the arrangements in place for efficiency and effectiveness in the use of resources (the value for money conclusion).

8. Monitoring and Review

Annual Governance Statement

Annually the Authority will publish a Governance Statement. The Governance Advisor with oversight from the Corporate Governance Board manages this process. The Annual Governance Statement will provide an overall assessment of the Authority's corporate governance arrangements and an appraisal of the key controls in place to manage the Authority's principal governance risks, together with proposed improvements that will be made. The statement will also provide details of where improvements need to be made in accordance with the Accounts and Audit (England) Regulations 2015. The Annual Governance Statement will be published as part of the Authority's Annual Statement of Accounts and will be audited by the External Auditors.

Annual Corporate Governance Action Plan

Following the annual governance review process the Authority will approve an action plan of specific improvements to be delivered over the course of the following year. The Governance Committee will seek assurance from the Corporate Governance Board throughout the year that the action plan is on target to be delivered. Corporate governance improvements delivered by the Authority will be reported through the Annual Governance Statement process.

Related Documents

- CIPFA/SOLACE 2016 Delivering Good Governance in Local Government Framework
- Annual Governance Statement
- Corporate Governance Annual Action Plan