

Part 5

Conduct and Probity

Section H - Members' Code of Conduct

CODE OF CONDUCT FOR ELECTED AND CO-OPTED MEMBERS OF LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY

The Members' Code of Conduct is intended to promote high standards of behaviour amongst the elected and co-opted members of the Authority.

Part 1 - General Provisions

Introduction

- 1.1 This Code applies to **you** as a member of Leicester, Leicestershire and Rutland Combined Fire Authority ('the Authority').
- 1.2 You should read this Code in conjunction with the CFA Procedure Rules as detailed in the Constitution.
- 1.3 It is your responsibility to comply with the provisions of this Code and ensure all obligations are met.

Interpretation

- 1.4 In this Code:
 - 1.4.1 "**co-opted member**" means those members who are not elected members of the Authority, but who are co-opted and have voting powers.
 - 1.4.2 "**meeting**" means any meeting of:
 - a) the Authority;
 - b) the executive of the Authority;
 - c) any of the Authority's or its executive's committees, subcommittees, joint committees, joint subcommittees, or area committees.
 - 1.4.3 "**member**" means any person being an elected or co-opted member of the Authority.

Scope

- 1.5 You must comply with this Code whenever you:
 - 1.5.1 act in your capacity as a member or co-opted member of the Authority;
 - 1.5.2 conduct the business of the Authority (which, in this Code, includes the

business of the office to which you are elected or appointed).

1.6 Where you act as a representative of the Authority:

1.6.1 on another relevant authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or

1.6.2 on any other body, you must, when acting for that other body, comply with this Code of Conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

Part 2 - The Principles

2.1 In accordance with the requirements of the Localism Act 2011, you must have regard to the following principles and observe the following rules of behaviour:-

Principle 1 - Selflessness

Holders of public office should act solely in terms of the public interest.

Principle 2 - Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Principle 3 - Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Principle 4 - Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Principle 5 - Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Principle 6 - Honesty

Holders of public office should be truthful.

Principle 7 - Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

- 2.2. The above principles articulate the fundamental values of public service that underpin the conduct of members. The following provisions contained in this Code are derived from these principles and provide a set of enforceable minimum standards for the conduct that is expected of members and co-opted members of the Authority when they are acting in that capacity.

Part 3 - General Obligations

Respect

- 3.1 You must treat others with respect.
- 3.2 You must not:
- 3.2.1 do anything which may cause the Authority to breach any of the equality enactments;
 - 3.2.2 bully any person;
 - 3.2.3 intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) a complainant;
 - (ii) a witness; or
 - (iii) involved in the administration of any investigation or proceedings;
- in relation to an allegation that a member (including yourself) has failed to comply with his or her Authority's code of conduct;
- 3.2.4 do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the Authority.

Confidentiality

- 3.3 You must not disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
- 3.3.1 you have the consent of a person authorised to give it;
 - 3.3.2 you are required by law to do so;
 - 3.3.3 the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - 3.3.4 the disclosure is:
 - (i) reasonable and in the public interest; and
 - (ii) made in good faith and in compliance with the reasonable

requirements of the Authority.

- 3.4 You must not prevent another person from gaining access to information to which that person is entitled by law.

Reputation of the Authority

- 3.5 You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or the Authority into disrepute.

Use of your position and the Authority's resources

- 3.6 You must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage.

- 3.7 You must, when using or authorising the use by others of the resources of the Authority:

3.7.1 act in accordance with the Authority's reasonable requirements;

3.7.2 ensure that such resources are not used improperly, (including use for political and party political purposes).

Publicity

- 3.8 You must have regard to any applicable Local Authority Code of Publicity made under the relevant legislation in existence at the time.

Decision making

- 3.9 When reaching decisions on any matter you must have regard to any relevant advice provided to you by officers of the Authority acting pursuant to their statutory responsibilities (including a proper officer designated by the Authority), or advisors to the Authority.

- 3.10 You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed.

- 3.11 You must follow the adopted corporate operational policies of the Authority.

Part 4-Interests

A. Disclosable Pecuniary Interests

Definition

- 4.1 You have a Disclosable Pecuniary Interest in any business of the Authority if it is of a description specified in regulations made by the Secretary of State and the interest is:

- a) yours;
- b) your spouse's or civil partner's;
- c) somebody with whom you are living as husband and wife or as if you are civil partners; and you are aware, in the case of paragraphs (b) and (c) that that other person has the interest.

[Note: the regulations currently in force are attached but do not form part of the Constitution determined by the Authority, as they may be amended by the Government at any time.]

Declaring at and participation in meetings

- 4.2 If you are present at any meeting of the Authority, and you have a Disclosable Pecuniary Interest in any matter to be considered or being considered, and the interest is not a 'sensitive interest', at the meeting:
 - 4.2.1 you must disclose the interest to the meeting whether or not it has been registered;
 - 4.2.2 unless a dispensation has been given, you may not participate in any discussion of the matter at the meeting;
 - 4.2.3 unless a dispensation has been given, you may not participate in any vote taken on the matter at the meeting.
- 4.3 Where you have a Disclosable Pecuniary Interest in any business of the Authority, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, and you leave the room where the meeting is held immediately after making representations, answering questions or giving evidence.
- 4.4 Following any disclosure of a Disclosable Pecuniary Interest at a meeting which is not on the Authority's register or the subject of a pending notification, you must notify the Monitoring Officer in writing of the interest within 28 days beginning with the date of disclosure.

[Note: In addition, CFA Procedure Rules, rule 35 requires you to leave the room where the meeting is held while any discussion or voting takes place.]

- 4.5 Where an executive member may discharge functions alone and becomes aware of a Disclosable Pecuniary Interest in a matter being dealt with or to be dealt with by him/her, the executive member must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter.

B. Personal Interests

Definition

4.6 You have a personal interest in any business of the Authority where either:

4.6.1 it relates to or is likely to affect:

4.6.1.1 any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Authority;

4.6.1.2 any body:

(i) exercising functions of a public nature

(ii) directed to charitable purposes; or

(iii) one of whose principle purposes includes the influence of public opinion or policy (including any political party or trade union);

of which you are a member or in a position of general control or management.

4.6.1.3 the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £50 within the last 12 months.

or

4.6.2 a decision in relation to that business might reasonably be regarded as affecting your wellbeing or financial position or the wellbeing or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers, or inhabitants of the electoral division or ward, as the case may be, affected by the decision.

4.7 For the purposes of paragraph 4.6, a 'relevant person' is:

4.7.1 a member of your family or any person with whom you have a close association; or

4.7.2 any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or

4.7.3 any person or body in whom such persons have a beneficial interest and a class of securities exceeding the nominal value of £25,000 or one hundredth of the total issued share capital of that body; or

4.7.4 any body of a type described in sub-paragraph 4.6.1.1 or 4.6.1.2.

Declaring at and participation in meetings

- 4.8 Subject to paragraph 4.10 below, where you have a Personal Interest in any business of the Authority and where you are aware or ought reasonably to be aware of the existence of the Personal Interest and you attend a meeting of the Authority where such business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of the meeting and prior to any discussion of the relevant item, or as soon as the interest becomes apparent to you.
- 4.9 Where you have a Personal Interest you may remain in the meeting, speak and vote on the matter unless to do so would compromise your impartiality obligations or any other obligations set out in this Code.
- 4.10 Where you have a Personal Interest, but, by virtue of paragraph 4.17, sensitive information relating to it is not registered in the Authority's Register of Members Interests, you must indicate to the meeting that you have a Personal Interest, but need not disclose the sensitive information to the meeting.

C. Personal Interests which might lead to bias

Definition

- 4.11 In addition to the requirements in relation to Disclosable Pecuniary Interests referred to in Section A of Part 4 of this Code, you have a Personal Interest which might lead to bias in any business of the Authority where:
- 4.11.1 you have a 'Personal Interest' as defined in paragraphs 4.6 and 4.7 above; **and**
- 4.11.2 that 'Personal Interest' is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- 4.12 The provisions of paragraph 4.11 shall be applied in such a manner as to recognise that this Code should not obstruct a member's service on more than one local authority. For the avoidance of doubt, participation in discussion and decision making at one local authority will not by itself normally prevent you from taking part in discussion and decision making on the same matter at another local authority. This is on the basis that a reasonable member of the public will see no objection in principle to such service or regard it as prejudicing a member's judgement of the public interest and will only regard a matter as giving rise to a Personal Interest which might lead to bias in exceptional circumstances.

Declaring at and participation in meetings

- 4.13 If you are present at any meeting of the Authority, and you have a

Personal Interest which might lead to bias in any matter to be considered or being considered, and the interest is not a 'sensitive interest', subject to paragraphs 4.14 and 4.15 below, at the meeting:

- 4.13.1 you must disclose the interest to the meeting (whether or not it is registered);
 - 4.13.2 unless a dispensation has been given, you may not participate in any discussion of the matter at the meeting;
 - 4.13.3 unless a dispensation has been given, you may not participate in any vote taken on the matter at the meeting.
- 4.14 Where you have a Personal Interest which might lead to bias in any business of the Authority, you may attend a meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, and you must leave the room where the meeting is held immediately after making representations, answering questions or giving evidence.
- 4.15 Subject to you disclosing the interest at the meeting, you may attend a meeting and vote on a matter where you have a Personal Interest which might lead to bias, if the matter relates to:
- 4.15.1 housing, where you are a tenant of the Authority provided that those functions do not relate particularly to your tenancy or lease;
 - 4.15.2 school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
 - 4.15.3 an allowance, payment or indemnity given to members;
 - 4.15.4 any ceremonial honour given to members; or
 - 4.15.5 setting council tax or precept under the Local Government Finance Act 1992.

D. Registration of interests

- 4.16 Subject to paragraph 4.18 (Sensitive Interests), you must within 28 days of:
- a) the adoption of this Code; or
 - b) your election or appointment to office as a member (where that is later);

notify the Monitoring Officer in writing of :

- (i) any Disclosable Pecuniary Interest, as defined in paragraph 4.1 above; and

(ii) details of your Personal Interests where they fall within the category mentioned in paragraph 4.6.1 above.

4.17 Subject to paragraph 4.18 (Sensitive Interests), you must, within 28 days of becoming aware of any new Disclosable Pecuniary Interest or Personal Interest as referred to in paragraph 4.6.1, or any change to any such interest, notify the Monitoring Officer in writing of the details of that new interest or change.

E. Sensitive Interests

4.18 Where you consider that disclosure of the details of an interest could lead to you, or a person connected with you, being the subject of violence or intimidation, and the Monitoring Officer agrees, if the interest is entered on the Register, copies of the Register that are made available for inspection and any published version of the Register will exclude details of the interest but may state that you have an interest, the details of which are withheld.

F. Dispensations

4.19 To enable you to participate and vote on a matter in which you have a Disclosable Pecuniary Interest or a Personal Interest that might lead to bias, you may apply for and be granted a dispensation in accordance with rules and procedures established by the Authority.

Section I - Officers' Code of Conduct

General Principles - Why we need a code

1. The CFA is a large public authority, which expects the highest standards of conduct and integrity, both from its Statutory Officers as well as from all of its employees who work within the Fire and Rescue Service. The CFA is mindful of the high expectations of the public and the degree of scrutiny to which its affairs are subjected. It has therefore determined that the culture and tone of the organisation should embody honesty, fairness and opposition to any form of corruption and dishonesty. It follows that every director, manager and employee has a duty to ensure their actions are ethically correct and in the best interest of the service and the communities we serve.

Accountability

2. This code of conduct sets out the standards of conduct and behaviour that the CFA expects from all directors, managers and employees at all times. Officers should always act in accordance with the principles set out in this Code, recognising the duty of all public sector employees to discharge public functions reasonably and according to the law.

Political Neutrality

3. Even if an Officer is in a post that is not designated as 'politically restricted', they must follow every lawfully expressed policy of the CFA and not allow their own personal or political opinions to interfere with their work. Where they are a politically restricted post-holder (by the nature of the work you do), they must comply with any statutory restrictions on their political activities.

Relations with Members, the Public and Other Employees

4. Mutual respect between Officers and elected members is essential to good local government, and working relationships should be kept on a professional basis.
5. Officers should deal with the public, members and other employees sympathetically, efficiently, and without bias.

Equality

6. At all times Officers should comply with policies relating to equality issues, as agreed by the CFA, in addition to the requirements of the law.

Stewardship

7. Officers must ensure that they use the public funds that are entrusted to them in a responsible and lawful manner as directed by the Financial Procedure Rules. Additionally, they must not use the property, vehicles or other facilities of the CFA for personal use unless they are specifically authorised to do so.

Personal Interests

8. Whilst an Officer's private life is their own concern, they must not allow their private interests to conflict with their public duty. An Officer must not misuse their official position or information acquired by them in the course of their employment to further either their private interests, or the interests of others. In particular, an Officer must comply with:
 - (1) The CFA's requirements for the registration and declaration of any financial and non financial interests,
 - (2) the CFA's policies on the declaration of hospitality or gifts offered to or received by them, from any person or organisation doing or seeking to do business, or otherwise benefiting or seeking to benefit from a relationship with the CFA. As a general principle, an Officer must not accept benefits from a third party unless authorised to do so by the CFA.

Whistle Blowing

9. If an Officer becomes aware of activities which they believe to be illegal, improper, unethical or otherwise inconsistent with this Code, they should report the matter, acting in accordance with their rights under the Public Interest Disclosure Act 1998, and the CFA's Whistle Blowing Policy.

Treatment of Information

10. Openness in the dissemination of information and decision-making should always be the norm as regards the functions of the CFA. However, certain information may be confidential or sensitive and therefore not appropriate for a wider audience. Where confidentiality is necessary to protect the privacy or other rights of individuals or bodies, information should not be released to anyone other than an elected member, another Officer or any other person who is entitled to receive it, or needs to have access to it for the proper discharge of their functions. Nothing in this Code can be taken as overriding existing statutory or common law obligations to keep certain information confidential, or to divulge certain information.

Appointment of Staff

11. If an Officer is involved in the recruitment and appointment of staff they must ensure that appointments are made on the basis of merit. In order to avoid any possible accusation of bias, they must not be involved in any

appointment, or any other decisions relating to discipline, promotion or pay and conditions for any other employee, or prospective employee, to whom they are related, or with whom they have a close personal relationship outside work.

Investigations in respect of Member Conduct

12. Where an investigation is being undertaken in respect of a complaint against a Member an Officer must comply with any requirement made by the Monitoring Officer in connection with such an investigation.

Section J - Complaints Procedure

POLICY STATEMENT

1. It is the policy of the CFA to take seriously all complaints and concerns made by members of the public and to thoroughly investigate them.
2. Whilst the CFA is committed to providing a quality service and continually strives to meet public expectations, from time to time things can go wrong or are perceived by others to have gone wrong. When this happens the CFA will:
 - (a) Treat all complainants with respect and dignity and deal with their complaint in a fair and sympathetic manner.
 - (b) Deal with the complaint swiftly, thoroughly and impartially and with confidentiality.
 - (c) View the complaint as a useful source of information about how others see the CFA, and how they are serving the public.
 - (d) Adopt a positive approach by using the complaint as an opportunity to improve the service provided.
 - (e) Provide an effective response and ensure, where possible, the cause of the complaint is addressed.
3. Complaints can be a useful source of information about how others see the CFA and how customers are being served. Whether the complaint is justified or not, the person making the complaint feels aggrieved with the CFA. Dealing with complaints courteously and effectively can do much to restore the complainant's confidence in the CFA in the future.
4. Likewise, compliments are a useful source of information as to how satisfied others are with the service provided.
5. Whilst it is important to treat complaints seriously, compliments should be treated in a similar fashion.

Section K - Anti-Fraud and Corruption Strategy

1. For the purposes of this Statement and the Anti-Fraud and Corruption Strategy, the following definitions apply:
 - (a) Fraud - the abuse of position, or false representation, or prejudicing someone's rights for personal gain.
 - (b) Corruption - the deliberate misuse of a position for direct or indirect personal gain.
2. The CFA takes its responsibilities to protect the public purse very seriously and is fully committed to the highest ethical standards, in order to ensure the proper use and protection of public funds and assets. To achieve the objectives set out in Our Plan, the CFA needs to maximise the financial resources available to it. The CFA has an ongoing commitment to continue to improve its resilience to fraud, corruption and other forms of financial irregularity.
3. The CFA advocates strict adherence to its anti-fraud framework and associated policies. Whilst individual circumstances of each case will be carefully considered, in the majority of cases there will be a zero tolerance approach to fraud and corruption in all of its forms. The CFA will not tolerate fraud or corruption by its Members, Officers, suppliers, contractors, partners or service users and will take all necessary steps to investigate all allegations of fraud or corruption and pursue sanctions available in each case, including removal from office, disciplinary action, dismissal and/or referral to the Police. The required ethical standards are included in both our Members' Code of Conduct (Section H) and Officers' Code of Conduct (Section I). Where cases have been proven, the CFA will seek compensation for losses that it has incurred.
4. The CFA fully recognises its responsibility for spending public money and holding public assets. The prevention, and if necessary the investigation, of fraud and corruption is therefore seen as an important aspect of its duties which it is committed to undertake. The procedures and also the culture of the CFA are recognised as important in ensuring a high standard of public life.
5. The CFA's general belief and expectation is that those associated with it (Members, Officers, service users, contractors and voluntary bodies) will act with honesty and integrity. In particular, Members and Officers will lead by example and will be accountable for their actions.
6. The CFA recognises, however, that it must guard itself against the possibility of fraud and corruption. To this end, it will devise systems and take specific measures that reduce its risk. In taking such measures however, due regard will be taken of the legal rights of individuals.
7. At the same time the CFA also recognises that the people associated with it, particularly its Officers, can make a significant contribution to the prevention of fraud and corruption. It will therefore seek to raise the awareness of Officers about fraud and corruption and how to report or pass on concerns.

8. The CFA will take steps to help ensure high standards of ethical behaviour are adopted in partnerships to which the CFA is a member. This will be done through applying appropriate elements of this Policy Statement to all partnership working, where it is relevant to do so. With regard to partnership working, responsibility for Codes of Conduct and policies of this nature (and so for enforcement action for breach of those codes or policies) generally lies with the relevant individual organisation in the partnership. The response of the CFA may be limited to drawing the attention of the partner organisation to its concerns.
9. The CFA recognises its duty to provide leadership and guidance on the prevention of fraud and corruption. This Policy Statement is therefore underpinned by an Anti-Fraud and Corruption Strategy. The Strategy sets out what actions the CFA proposes to take over the medium-term future to continue to develop its resilience to fraud and corruption. It sets out the key responsibilities with regard to fraud prevention, what to do if fraud is suspected and the action that will be taken by management. The CFA will ensure that the rights of people raising legitimate concerns are properly protected.

Section L - Protocol for the Chair and Chief Fire and Rescue Officer /Chief Executive

Overview

The CFA is committed to the principles of good corporate governance and the working relationship between the Chair of the CFA and the Chief Fire and Rescue Officer / Chief Executive (CFO) is vital to the continued success of the CFA.

The purpose of this protocol is to assist the Chair and CFO with forging and sustaining a successful working relationship by giving guidance on the expectations of their roles. It aims to provide a framework of good practice and it sits alongside other already agreed protocols which form part of the CFA's Constitution.

Principles of Corporate Governance

1. Leadership

The CFA positively recognises and accepts the six core principles of good governance³.

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

The concept of effective leadership, acknowledged as the over-arching principle to corporate governance, and the other principles can only be effectively achieved through:

- The CFA providing a vision for its community and leading by example in its decision making and other processes and actions.
- Members and Officers conducting themselves in accordance with high standards of conduct.

2. Good governance

Good governance is where political leadership and officer support combine to be greater than the sum of the parts. The Chair and CFO should make sure that they work together well in the best interests of the CFA and the people served by the CFA.

Roles & Responsibilities

1. Chair

The role of the Chair is set out in Part 2 Schedule 2 of the Constitution and in essence his/her role is to deliver strong political leadership and to represent the CFA to external stakeholders.

2. CFO

As Head of Paid Service, the CFO is the most senior of all the employed staff and is responsible for ensuring the efficient day-to-day management of the Fire and Rescue Service.

The Relationship

The relationship between the Chair and the CFO is of critical importance to the successful operation of the whole CFA. Good communication and mutual courtesy and respect are critical in establishing and maintaining effective Member-Officer relations throughout the CFA, and particularly so between the Chair and CFO.

There are some simple things that can make it easier to establish relationships that work. There should be clarity about the respective roles of Members and Officers and this can only be achieved through discussion. Getting the Member-Officer relationship right requires that:

- Both should aim to develop a relationship based on mutual respect.
- Members should define the core values of the organization.
- Members should identify priorities, assisted by the Officers.
- Officers should provide clear advice and offer alternative courses of action where they exist.
- Members and Officers should communicate clearly and openly, avoiding ambiguity and the risk of misunderstanding.

- Members and Officers should work in partnership to turn the core values and priorities into practical policies for implementation.
- Officers should carry out the decisions of the CFA to the highest standard of efficiency and effectiveness.

Expectations

To encourage a constructive and effective working relationship the Chair and the CFO shall conduct their relationship in accordance with the following expectations:

Principle 1: Working together to achieve a common purpose with clearly defined functions and roles.

The Chair and CFO will:

- Clearly communicate their roles and responsibilities in accordance with the Constitution, and ensure they are updated / maintained as necessary - this will ensure Members, Officers, partners and the public are clear about what can be expected.
- Clarify their respective roles early in the relationship and ensure a shared understanding of roles and objectives is maintained so that each knows what to expect of the other.
- Comply with their respective Codes of Conduct as set out in the Constitution.
- Carry out their responsibilities to a high standard.

Principle 2: Promoting values for the CFA and demonstrating the values of good governance through upholding high standards of conduct and behavior.

The Chair and CFO will:

- Ensure their leadership exemplifies high standards of conduct and effective governance.
- Ensure their leadership relationship is characterised by integrity, transparency, mutual respect and trust; and sets a tone for the organisation by creating a climate of openness, support and respect.
- Feel free to speak to one another openly and honestly.
- Be courteous and helpful.
- Listen and make every effort to help.
- Promote equality irrespective of race, religious belief, disability, gender, sexual orientation or age.
- Not discriminate nor permit discrimination against anyone.
- Provide information in clear and simple terms.

- Welcome constructive feedback and work to continuously improve their working relationship.

³ *Delivering good governance in local government* (CIPFA, 2007)

Section M - Members' and Officers' Indemnity

1. The Combined Fire Authority (CFA) shall indemnify each Member and Officer of the CFA against any claim, liability, loss and/or damage in relation to any action of, or failure to act by them in relation to any action of, or failure act by them which is:
 - (a) authorised by the CFA
 - (b) forms part of, or arises from, any powers conferred, or duties placed upon them, as a consequence of any function being exercised by them (whether or not when exercising that function they do so in their capacity as a Member or Officer of the CFA)
 - (i) at the request of, or with the approval of the CFA, or
 - (ii) for the purpose of the CFA.
2. This indemnity is subject to the Member or Officer having the belief that the action or failure to act in question was within the powers of the CFA, or where that action or failure comprises the issuing or authorisation of any documents containing any statement as to the powers of the CFA, or any statement that certain steps have been taken or requirements fulfilled, and they believe that contents of that statement were true.
3. For the avoidance of doubt it is acknowledged that this indemnity may apply to an act or omission which is subsequently found to be beyond the powers of the Member or Officer, but only to the extent that they reasonably believe that the act or omission in question was within the powers at the time which they acted.
4. This indemnity may apply to the defence of any allegation of defamation made against the Member or Officer, but does not extend to the making of any claim in relation to an alleged defamation of them.
5. Where a conflict of interest arises between the CFA and the Member or Officer in response to allegations for personal liability then the CFA agree to;
 - (a) Fund independent legal representation for the Member or officer;
 - (b) Provide them with reasonable and proportionate access to;
 - (i) the CFA's employees;
 - (ii) the CFA's resources and facilities to enable them to properly respond to the allegation of personal liability being advanced.
6. Where the Member or Officer relies upon this indemnity in relation to the defence of any criminal proceedings this indemnity shall be subject to the condition that if the Member or Officer is convicted of a criminal offence

and that conviction is not overturned on appeal they shall reimburse the CFA for any sums expended by the CFA in relation to those proceedings pursuant to this indemnity.

7. Where the Member or Officer is obliged to reimburse the CFA pursuant to the terms of this indemnity, those sums may be recoverable by the CFA as a civil debt.