

# CHESHIRE FIRE AND RESCUE SERVICE LOCAL CODE OF CORPORATE GOVERNANCE FRAMEWORK

## Review of evidence June 2016

<b>PRINCIPLE 1:</b> <b>Focusing on the purpose of the Authority and on outcomes for the Community and creating and implementing a vision for the local area.</b>	<b>OWNER:</b> Planning, Performance and Communications
	<b>CONTRIBUTOR:</b> Finance

SUPPORTING PRINCIPLES	
1.1	<p><b>Exercising strategic leadership and clearly communicating the Authority’s purpose and vision and its intended outcome for citizens and service users</b></p> <ul style="list-style-type: none"> <li>▪ Develop and promote the authority’s purpose and vision</li> <li>▪ Review on a regular basis the authority’s vision for the local area and its implications for the authority’s governance arrangements</li> <li>▪ Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.</li> <li>▪ Publish an annual report on a timely basis to communicate the authority’s activities and achievements, its financial position and performance</li> </ul>
1.2	<p><b>Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Put in place effective arrangements to identify and deal with failure in service</li> </ul>
1.3	<p><b>Ensuring that the authority makes best use of resources and taxpayers and service users receive excellent value for money</b></p> <ul style="list-style-type: none"> <li>▪ decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively</li> <li>▪ Measure the environmental impact of policies, plans and decisions</li> </ul>

**1.1 Exercising strategic leadership and clearly communicating the Authority’s purpose and vision and its intended outcome for citizens and service users**

- Develop and promote the authority’s purpose and vision
- Review on a regular basis the authority’s vision for the local area and its implications for the authority’s governance arrangements
- Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.
- Publish an annual report on a timely basis to communicate the authority’s activities and achievements, its financial position and performance

What this means to CFRS	How compliance is evidenced	Assurance
Cheshire Fire and Service has developed a five year strategy which explains the approach the authority will take to ensure residents and businesses in Cheshire are protected.	Our vision <a href="http://www.cheshirefire.gov.uk/About-us">http://www.cheshirefire.gov.uk/About-us</a>	Fire Authority
	Five Year Strategy <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520</a>	Fire Authority
IRMP action plan is developed annually. The plan goes through public consultation before it is published.	Integrated Risk Management Action Plan (IRMP) <a href="http://www.cheshirefire.gov.uk/Assets/1/IRMP13-web.pdf">http://www.cheshirefire.gov.uk/Assets/1/IRMP13-web.pdf</a>	Fire Authority Consultation IRMP guidance
	IRMP consultations <a href="http://www.cheshirefire.gov.uk/about-us/consultation/current-consultation">http://www.cheshirefire.gov.uk/about-us/consultation/current-consultation</a>	
	IRMP consultation report to CFA Feb 2016 <a href="#">IRMP 13 Consultation Report February 2016</a>	
	Consultation and Engagement Strategy <a href="http://www.cheshirefire.gov.uk/Assets/1/Consultation%20and%20Engagement%20Strategy%202012-15.pdf">http://www.cheshirefire.gov.uk/Assets/1/Consultation%20and%20Engagement%20Strategy%202012-15.pdf</a> (Doc No. 1732)	
	Community and Consultation Strategy <a href="#">Corporate Documents 1119</a>	
CFRS publish a summary of our annual financial accounts on the website.	Financial Statement of Accounts <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a>	External Audit Fire Authority

An Annual Report is published and published on the website	Annual Report <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report">http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report</a>	
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<p><b>1.2 Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p>Put in place effective arrangements to identify and deal with failure in service</p>		
What this means to CFRS	How compliance is evidenced	Assurance
<p>CFRS has a wide range of data and information which helps to measure customer service and service quality.</p> <ul style="list-style-type: none"> <li>Listening to our Customers – quarterly reports</li> <li>HSA Feedback</li> <li>Business visit feedback</li> <li>After Fire Survey</li> <li>Public Satisfaction Survey</li> <li>Other consultations</li> <li>National benchmarking (Cheshire comparison on national fire stats monitor)</li> <li>Family Group 4 Report</li> </ul>	<p>Public, staff and partner consultation on Five Year Strategy (April 2015) <a href="http://www.cheshirefire.gov.uk/Assets/1/Draft-Five-Year-Strategy-Consultation-Report.pdf">http://www.cheshirefire.gov.uk/Assets/1/Draft-Five-Year-Strategy-Consultation-Report.pdf</a></p> <p>The website details incidents and performance stats for each station: <a href="http://www.cheshirefire.gov.uk/about-us/local-fire-stations">http://www.cheshirefire.gov.uk/about-us/local-fire-stations</a></p>	<p>Performance and Overview Committee Performance Management Group (PMG) Service Management Team (SMT) Policy Approval Group (PAG) CFA</p>
<p>CFRS has established a range of performance indicators used to measure services and progress against key priorities locally and nationally. These are reported to Members and monitored through the Performance Management Group. Performance statistics are published on the CFRS website.</p>	<p>Performance and benchmarking <a href="http://www.cheshirefire.gov.uk/about-us/performance-statistics">http://www.cheshirefire.gov.uk/about-us/performance-statistics</a></p> <p>Performance &amp; Overview Committee meetings <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee/agendas-performance-and-overview-committee-meetings">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee/agendas-performance-and-overview-committee-meetings</a></p>	
<p>A Corporate Compliments and Complaints procedure is in place and the process is promoted via the public website.</p>	<p>Corporate Compliments and Complaints Procedure <a href="#">Corporate Documents 1575</a></p>	<p>Governance and Constitution Committee</p>

Whistle Blowing procedures are in place and published on the Corporate Documents Sharepoint, accessible to all staff.	<a href="#">Making a compliment or complaint</a>	Health and Safety Committee
	Complaints register <a href="#">T-Drive/Democratic Services</a>	
	Whistle blowing Policy <a href="#">Corporate Documents 1212</a> (Code of conduct)	
	SafeCall – within Code of Conduct <a href="#">Corporate Documents 1212</a>	
	Info on notice boards and at the reception	
As well as Standard Operating Procedures for operational staff, and a robust Health and Safety Policy CFRS has developed arrangements to ensure that in the event of critical failure service delivery can be maintained or recovered during an emergency.	Crisis Management Plan/confidential Departmental Business Continuity Plans ( <b>not accessible</b> )	Plans tested annually
	Standard Operating Procedures (edocs)	
	Trade Union Protocol <a href="#">Corporate Documents 1200</a>	
	Risk Management Framework <a href="#">Risk Management Framework</a>	
	Health and Safety Management Policy <a href="#">Corporate Documents 1340</a>	
	Management of Occupational Health Risks <a href="#">Corporate Documents 1604</a>	
	Council Tax leaflets provide summary of emergency response <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/council-tax-leaflets">http://www.cheshirefire.gov.uk/about-us/key-documents/council-tax-leaflets</a>	
	Resilience <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/resilience">http://www.cheshirefire.gov.uk/about-us/organisational-structure/resilience</a>	

### 1.3 Ensuring that the authority makes best use of resources and taxpayers and service users receive excellent value for money

- decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively
- Measure the environmental impact of policies, plans and decisions

What this means to CFRS	How compliance is evidenced	Assurance
<p>Financial monitoring, management and forecasting supports the Service to identify where efficiencies and savings may be made.</p> <p>Regular Value for Money reviews are carried out across the Service.</p>	<p>Medium Term Financial Plan  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a></p> <p>Financial Statement of Accounts  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a></p> <p>Performance &amp; Overview Committee minutes and agendas / Quarterly performance/ budget monitoring and forecasting  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee</a></p> <p>Internal Audit Strategy/plan  <a href="http://www.cheshirefire.gov.uk/about-us/environment">Cheshire Fire Authority 30th March 2016 - Item 3 Internal Audit Plan 2016/17</a></p>	<p>Internal and External audit</p> <p>Fire Authority</p> <p>Budget Management Board</p>
<p>The Service published an Environment and SustainAll activities, policies and reports are accompanied by environmental impact assessments. Measurable Carbon Reduction targets are in place.</p>	<p>Environment and Sustainability Strategy 2015 - 2020  <a href="http://www.cheshirefire.gov.uk/about-us/environment">http://www.cheshirefire.gov.uk/about-us/environment</a></p>	<p>Policy Committee</p>

**PRINCIPLE 2:**

**Members and officers working together to achieve a common purpose with clearly defined functions**

**OWNER:**

Legal & Democratic Services

**CONTRIBUTOR:**

People and Development

**SUPPORTING PRINCIPLES**

<p>2.1</p>	<p><b>Exercising effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function</b></p> <ul style="list-style-type: none"><li>▪ Set out a clear statement of the respective roles and responsibilities of the executive and of the executive’s members and individually and the authority’s approach towards putting this into practice</li><li>▪ Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers</li></ul>
<p>2.2</p>	<p><b>Ensuring that a constructive working relationship exists between authority Members and officers and that the responsibilities of Members and officers are carried out to a high standard</b></p> <ul style="list-style-type: none"><li>▪ Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required</li><li>▪ Make a chief executive or equivalent responsible and accountable for all aspects of operational management</li><li>▪ Develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and responsibilities is maintained</li><li>▪ Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control</li><li>▪ Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with</li></ul>

<b>2.3</b>	<p><b>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</b></p> <ul style="list-style-type: none"> <li>▪ Develop protocols to ensure effective communications between members and officers in their respective roles</li> <li>▪ Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable)</li> <li>▪ Ensure that effective mechanisms exist to monitor service delivery</li> <li>▪ 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.</li> <li>▪ When working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively and in relation to the partnership and to the authority</li> <li>▪ When working in partnership: <ul style="list-style-type: none"> <li>- Ensure that there is clarity about the legal status of the partnership</li> <li>- 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.</li> </ul> </li> </ul>
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<b>2.1 Exercising effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
CFRS has a documented framework on how the Authority operates (including the Scheme of Delegation) how decisions are made, financial procedures to be followed, terms of reference for committee structures and contract rules making sure that these are fit for purpose, efficient, transparent and accountable to our communities.	Cheshire Fire Authority Constitution Section 10: Financial Regulations  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a>	ToR for Committee Structures  Governance & Constitution Committee  Internal Audit

## 2.2 Ensuring that a constructive working relationship exists between authority Members and officers and that the responsibilities of Members and officers are carried out to a high standard

What this means to CFRS	How compliance is evidenced	Assurance
<p>There are documented protocols governing relationships between Members and Officers.</p> <p>There policies in place relating to conduct of employees and anti-corruption.</p>	<p>Cheshire Fire Authority Constitution Section 8: Member Code of Conduct Section 7: Protocol on Member and Officer relations <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Code of conduct for employees <a href="#">Corporate Documents 1212</a></p> <p>Anti Fraud &amp; Corruption Policy <a href="#">Corporate Documents 1250</a></p> <p>Anti-Bribery Policy <a href="#">Corporate Documents 1871</a></p>	<p>Governance &amp; Constitution Committee</p> <p>Internal Audit</p> <p>External Audit</p>
<p>The roles and responsibilities of Members and senior officers are clearly defined.</p>	<p>Cheshire Fire Authority - Composition and Responsibilities <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/roles-and-responsibilities">http://www.cheshirefire.gov.uk/about-us/fire-authority/roles-and-responsibilities</a></p> <p>Cheshire Fire Authority Constitution Section10: Financial Regulations Section 11: Scheme of Delegation <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	<p>Governance &amp; Constitution Committee</p> <p>Internal Audit</p> <p>External Audit</p>
<p>The Monitoring Officer (Head of Legal and Democratic Services)</p>	<p>Monitoring officer <a href="http://www.cheshirefire.gov.uk/contact-us/management-information">http://www.cheshirefire.gov.uk/contact-us/management-information</a></p>	<p>External audit</p> <p>Fire Authority</p>



<p>carries overall responsibility for legal and regulatory compliance.</p> <p>The Monitoring Officer is required to report to Members should any proposal, decision or omission give rise to unlawfulness.</p>	<p>Cheshire Fire Authority Constitution Section 11: Scheme of Delegation (Power of Officers) <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	
	<p>Complaints about Fire Authority Members Contact Number provided on website <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/complaints-about-fire-authority-members">http://www.cheshirefire.gov.uk/about-us/fire-authority/complaints-about-fire-authority-members</a></p>	

### 2.3 Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other

What this means to CFRS	How compliance is evidenced	Assurance
<p>The vision, strategic plans, priorities of the Authority is set out in the Five Year Strategy and is published on the CFRS public website.</p> <p>The annual IRMP is widely consulted on and is published on the CFRS website.</p> <p>CFRS has a clear Community Engagement Strategy and Consultation process.</p>	<p>CFRS Website: Our vision <a href="http://www.cheshirefire.gov.uk/About-us">http://www.cheshirefire.gov.uk/About-us</a></p>	Internal Audit
	<p>CFRS Website: Five Year Strategy <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520</a></p>	
	<p>CFRS Website: Current Integrated Risk Management Plan with links to previous plans <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201516-plan">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/irmp-201516-plan</a></p>	
	<p>Community Engagement Strategy <a href="#">Corporate Documents 1732</a></p>	
	<p>CFRS Website: Consultation Process <a href="http://www.cheshirefire.gov.uk/about-us/consultation">http://www.cheshirefire.gov.uk/about-us/consultation</a></p>	

<p>Terms and conditions for the remuneration of Members and officers is clearly set out and there is an effective structure for management of the process.</p>	<p>Cheshire Fire Authority Constitution - Members Allowance Scheme  Item 9: Members Allowance Scheme  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	<p>Remuneration Panel   Brigade Managers Pay and Performance Committee</p>
	<p>CFRS Website: Details of Members allowances  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/guide-to-members-allowances">http://www.cheshirefire.gov.uk/about-us/fire-authority/guide-to-members-allowances</a></p>	
	<p>Cheshire Fire Authority Meeting Feb 2016  Item 5 Pay Policy Statement  Item 6 Members Allowance Scheme 2016/17  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a></p>	
<p>Contracts for large significant partnerships are in place to ensure appropriate governance arrangements.</p>	<p>Contracts register  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/freedom-of-information/registers">http://www.cheshirefire.gov.uk/about-us/key-documents/freedom-of-information/registers</a></p>	<p>Legal and Democratic Services</p>
	<p>Partnership policy  <a href="#">Corporate Documents 236</a></p>	
	<p>Data Sharing Protocol  <a href="#">Corporate Documents 1550</a></p>	

<b>PRINCIPLE 3:</b> <b>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</b>	<b>OWNER:</b> Planning, Performance and Communications
	<b>CONTRIBUTOR:</b> Finance

SUPPORTING PRINCIPLES	
3.1	<p><b>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect.</li> <li>▪ Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the Authority, its partners and the community are defined and communicated through codes of conduct and protocols.</li> <li>▪ Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.</li> </ul>
3.2	<p><b>Ensuring that organisational values are put into practice and are effective</b></p> <ul style="list-style-type: none"> <li>▪ Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners.</li> <li>▪ 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.</li> <li>▪ Develop and maintain an effective standards committee.</li> <li>▪ Use the organisation’s shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority.</li> <li>▪ 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</li> </ul>

### 3.1 Ensuring authority Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance

What this means to CFRS	How compliance is evidenced	Assurance
<p>Standards of conduct and core values expected of Members and staff are clearly defined and communicated.</p> <p>There are policies in place relating to standards of conduct expected.</p> <p>There are regulations and guidelines to provide appropriate governance.</p>	<p>Core Values  <a href="http://www.cheshirefire.gov.uk/about-us/core-values">http://www.cheshirefire.gov.uk/about-us/core-values</a></p>	<p>Internal Audit</p> <p>External Audit</p> <p>Appraisal Process</p>
	<p>Cheshire Fire Authority Constitution - Member Code of Conduct  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	
	<p>Members Development Programme  <a href="#">15-16 Members Development Programme</a></p>	
	<p>Code of Corporate Governance  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/code-of-corporate-governance">http://www.cheshirefire.gov.uk/about-us/fire-authority/code-of-corporate-governance</a></p>	
	<p>Employee Code of Conduct  <a href="#">Corporate Documents 1212</a></p>	
	<p>Anti fraud and Corruption Policy  <a href="#">Corporate Documents 1250</a></p>	
	<p>Anti-Bribery Policy  <a href="#">Corporate Documents 1871</a></p>	
	<p>Constitution:                      Section 10: Financial Regulations  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	
	<p>Procurement and Contract standard terms and conditions  <a href="#">Standard Terms and Conditions of Purchase for Goods and Services</a></p>	

	<p>Suppliers Guide <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement">http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement</a></p> <p>Appraisal Scheme Policy <a href="#">Corporate Documents 1399</a></p> <p>Appraisal Guidance <a href="#">Corporate Documents 1398</a></p> <p>HR Handbook and policies <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/hr-policies">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/hr-policies</a></p> <p>Dignity at Work Policy <a href="#">Corporate Documents 1213</a></p>	
<p>There are processes in place to ensure that Members and staff are not influenced by prejudice or conflicts of interest in dealing with stakeholders.</p>	<p>Members details include their declaration of interests <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority-members-contact-details">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority-members-contact-details</a></p> <p>Cheshire Fire Authority Constitution Item 8: Member Code of Conduct <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Code of conduct for employees- including Whistleblowing section <a href="#">Employee Code of Conduct</a> (1212 edocs)</p> <p>Standing Orders <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p> <p>Protocol for acceptance of Gifts &amp; Hospitality <a href="http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf">http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf</a></p> <p>Declaration/Register of Gifts &amp; Hospitality</p> <p>Register for staff /<a href="#">HR Pro</a> Register for members/ <a href="#">T Drive DS</a></p>	

	Grievance Procedure – Grey Book <a href="#">Corporate Documents 1182</a>	
	Grievance Procedure – Uniformed Support Staff <a href="#">Corporate Documents 1226</a>	
	Grievance Procedure non-uniformed support staff <a href="#">Corporate Documents 1227</a>	
	Anti Fraud and Corruption Policy <a href="#">Corporate Documents 1250</a>	
	Anti-Bribery Policy <a href="#">Corporate Documents 1871</a>	

<b>3.2 Ensuring that organisational values are put into practice and are effective</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
Local core values are clearly defined and communicated.  There are policies governing the conduct of both Members and employees.	Core Values <a href="http://www.cheshirefire.gov.uk/about-us/core-values">http://www.cheshirefire.gov.uk/about-us/core-values</a>	Service Management Team (SMT)
	Member and Employee Codes of Conduct <a href="#">Member Code of Conduct</a>	
	Code of Conduct for Employees <a href="#">Corporate Documents 1212</a>	
There are arrangements in place to ensure systems and processes are designed in conformity with appropriate ethical standards and the effectiveness of those standards are regularly monitored.	Internal Audit Strategy/plan <a href="http://i.cheshirefire.gov.uk/Assets/1/Item%20%20-%20Internal%20Audit%20Plan%202015-16.pdf">http://i.cheshirefire.gov.uk/Assets/1/Item%20%20-%20Internal%20Audit%20Plan%202015-16.pdf</a>	Internal Audit  External Audit
	Monitoring Officer <a href="#">Monitoring Officer</a>	Reporting Framework

	<p>Governance &amp; Constitution Committee  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee</a></p>	
	<p>Performance Improvement Procedure  <a href="#">Corporate Documents 1221</a></p>	
	<p>Performance Management Strategy  <a href="#">Corporate Documents 1248</a></p>	
	<p>Risk Management Framework 2015  <a href="#">Risk Management Framework</a></p>	
<p>There is an effective Constitution and Governance Committee with approved Terms of Reference (formerly Standards Committee)</p>	<p>Governance &amp; Constitution Committee Agendas and minutes  <a href="#">Governance &amp; Constitution Committee</a></p>	

<b>PRINCIPLE 4:</b> <b>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>	<b>OWNER:</b> Planning, Performance and Communications
	<b>CONTRIBUTOR:</b> Finance Legal and Democratic Services

SUPPORTING PRINCIPLES	
4.1	<p><b>Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</b></p> <ul style="list-style-type: none"> <li>▪ Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority’s performance overall and that of any organisation for which it is responsible</li> <li>▪ Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</li> <li>▪ 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</li> <li>▪ Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee</li> <li>▪ Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints</li> </ul>
4.2	<p><b>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs:</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</li> <li>▪ 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</li> </ul>
4.3	<p><b>Ensuring that an effective risk management system is in place:</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs</li> <li>▪ Ensure that effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access</li> </ul>



<b>4.4</b>	<p><b>Using their legal powers to the full benefit of the citizens and communities in their area:</b></p> <ul style="list-style-type: none"> <li>▪ Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to full benefit for their communities</li> <li>▪ Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law</li> <li>▪ 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</li> </ul>
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<b>4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
<p>Cheshire Fire Authority meetings are open to the public except when confidential or personal matters may be disclosed.</p> <p>Minutes of committee meetings are published on the CFRS public website.</p> <p>A reporting structure is in place which tracks decisions and actions at all Committees.</p>	<p>Cheshire Fire Authority Constitution  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	<p>Feedback on website</p>
	<p>CFA meetings agendas and minutes  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority_1777">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority_1777</a></p>	
	<p><a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/meetings-dates">http://www.cheshirefire.gov.uk/about-us/fire-authority/meetings-dates</a></p>	
	<p><a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/governance-and-constitution-committee</a></p>	
	<p><a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee</a></p>	
<p>There are policies are codes of conduct in place to safeguard Members and employees against any conflict of interest.</p>	<p>Protocol for gifts and hospitality  <a href="http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf">http://www.cheshirefire.gov.uk/Assets/1/Section%207%20Protocols.pdf</a></p>	<p>Audit</p> <p>Governance and Constitution Committee</p>
	<p>Register for staff            HR Pro</p>	

	<p>Register for members  <a href="#">T Drive Democratic Services</a></p>	
	<p>Members details include their declaration of interests  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority-members-contact-details">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority-members-contact-details</a></p>	
	<p>Code of conduct for employees  <a href="#">Corporate Documents 1212</a></p>	
	<p>Member Code of Conduct  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a>          (see item 8, part 2)</p>	
<p>Performance against plans and against performance indicators is monitored and reported quarterly. The Service produces Annual Performance Reports.</p>	<p>Annual Reports  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report">http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report</a></p> <p>External scrutiny reports  <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/external-scrutiny-reports">http://www.cheshirefire.gov.uk/about-us/key-documents/external-scrutiny-reports</a></p> <p>Performance and Overview Committee agendas and minutes  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee</a></p>	<p>Internal and External Audit</p> <p>Performance and Overview Committee</p>

<p><b>4.2 Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs:</b></p>		
<p><b>What this means to CFRS</b></p>	<p><b>How compliance is evidenced</b></p>	<p><b>Assurance</b></p>
<p>Standard templates have been developed for reporting and presenting to Members including Business Cases which are</p>	<p>Policy and Reporting templates  <a href="http://i.cheshirefire.gov.uk/organisational-structure/legal-and-democratic-services/democratic/reportpolicy-guidance">http://i.cheshirefire.gov.uk/organisational-structure/legal-and-democratic-services/democratic/reportpolicy-guidance</a></p>	<p>Policy Committee</p>

accompanied by relevant impact assessments.	Equality Impact Assessment <a href="http://www.cheshirefire.gov.uk/about-us/equality-and-diversity/equality-impact-assessments">http://www.cheshirefire.gov.uk/about-us/equality-and-diversity/equality-impact-assessments</a>	
Appropriate professional advice is provided by Head of Finance and/or Head of Legal and Democratic Services to decision makers.	<a href="http://www.cheshirefire.gov.uk/contact-us/management-information">Monitoring Officer and S151 Officer</a> <a href="http://www.cheshirefire.gov.uk/contact-us/management-information">http://www.cheshirefire.gov.uk/contact-us/management-information</a>	Policy Committee
They undertake the Monitoring Officer and S151 Officer roles and are also members of Policy Approval Group (PAG).	Policy Approval Group Meetings, Management Meetings <a href="http://i.cheshirefire.gov.uk/organisational-structure/legal-and-democratic-services/democratic/meeting-information/management-meeting-dates-and-information/management-meeting-dates-and-information">http://i.cheshirefire.gov.uk/organisational-structure/legal-and-democratic-services/democratic/meeting-information/management-meeting-dates-and-information/management-meeting-dates-and-information</a>	

<b>4.3 Ensuring that an effective risk management system is in place</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
There is an established Risk Management Framework and process which is embedded throughout the organisation.  Members and officers at all levels of the Authority recognise that risk management is part of their jobs	Risk Management Framework <a href="#">Risk Management Framework - Cop docs 3131</a>	Risk Management Board
	Corporate/Departmental Risk Registers <a href="#">Cheshire Planning System</a>	Internal Audit
	Cheshire Resilience Forum <a href="http://www.cheshirefire.gov.uk/partnerships/cheshire-resilience-forum">http://www.cheshirefire.gov.uk/partnerships/cheshire-resilience-forum</a>	Health and Safety Group
	Health and Safety Policies and Procedures <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/health-safety-and-welfare">http://www.cheshirefire.gov.uk/about-us/organisational-structure/health-safety-and-welfare</a>	Annual Governance Statement

#### 4.4 Using their legal powers to the full benefit of the citizens and communities in their area

What this means to CFRS	How compliance is evidenced	Assurance
The Authority recognises the limits of lawful activity placed on the Authority and utilise legal powers to the full benefit of the community.	Monitoring Officer Role to ensure lawfulness and fairness of decision making <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a>	Governance & Constitution Committee
The annual Integrated Risk Management Plan process ensures that Service activity is relevant and appropriate and benefits the community.	Integrated Corporate Planning timetable <a href="http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/business-intelligence/business-intelligence-library-formally-ciu-library">http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/business-intelligence/business-intelligence-library-formally-ciu-library</a>	Internal Audit  Performance and Overview Committee  Fire Authority
CFRS complies to the National Framework and Code of Corporate Governance which supports the Statement of Assurance.	Statement of Assurance <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-assurance">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-assurance</a>	Governance and Constitution Committee  Internal Audit

<b>PRINCIPLE 5:</b>  <b>Developing the capacity and capability of members and officers to be effective</b>	<b>OWNER:</b> People and Development
	<b>CONTRIBUTOR:</b> Legal and Democratic Services

<b>SUPPORTING PRINCIPLES</b>	
<b>5.1</b>	<b>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles:</b> <ul style="list-style-type: none"> <li>▪ Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis</li> <li>▪ Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority</li> </ul>
<b>5.2</b>	<b>Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group:</b> <ul style="list-style-type: none"> <li>▪ Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively</li> <li>▪ 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</li> </ul>
<b>5.3</b>	<b>Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal:</b> <ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Ensure that career structures are in place for members and officers to encourage participation and development</li> </ul>

**5.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles**

What this means to CFRS	How compliance is evidenced	Assurance
<p>The Service provides inductions, leadership and development programmes tailored to individual needs.</p> <p>There are opportunities for Members and employees to acquire or improve their knowledge, development needs are identified through an annual appraisal process.</p>	<p>Member Development Programme  <a href="#">Member Training &amp; Development Programme</a></p>	<p>Individual Appraisals</p> <p>Staff survey</p> <p>Member planning day</p>
	<p>Staff induction intranet pages                      Provides organisational structure, political structure, key information:  <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/leadership-development/induction/welcome">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/leadership-development/induction/welcome</a></p>	
	<p>Employees appraisal process  <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals</a></p>	
	<p>Appraisal Guidance  <a href="#">Corporate Documents 1398</a></p>	
	<p>Appraisal Scheme Policy  <a href="#">Corporate Documents 1399</a></p>	
	<p>Job Descriptions – describing skills and experience requirements  <a href="#">T Drive – People and Development</a>  <a href="#">HRPro</a></p>	
	<p>Development and training plans for staff  <a href="#">T Drive People and Development</a>  <a href="#">HRPro</a></p>	
	<p>Operational Training Group intranet page  <a href="#">Operational Training Group</a></p>	
	<p>Member Development Programme  <a href="#">Member Training &amp; Development Programme</a></p>	<p>PAG</p>
	<p>Qualified Monitoring Officer                      Section 10: Financial Regulations  <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution">http://www.cheshirefire.gov.uk/about-us/fire-authority/cheshire-fire-authority-constitution</a></p>	<p>Fire Authority</p> <p>External Audit</p>

The Authority's statutory and other officers have the correct skills, resources and support necessary to perform effectively in their roles.	Service plans include workforce and succession planning <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/workforce-planning/workforce-planning">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/workforce-planning/workforce-planning</a>	
	Continuous Professional Development <a href="#">Corporate Documents 1189</a>	
	Employees appraisal process including performance review and training needs <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals</a>	
	Job Descriptions – describing skills and experience requirements T Drive – People and Development HRPro	

<b>5.2 Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
The skills of Members and staff is assessed through the annual appraisal process.  The Service is committed to developing skills to enable roles to be carried out effectively and improve performance.	Employees appraisal process including performance review and training needs <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals</a>	Member Feedback  Fire Authority
	Excellence Equality Framework <a href="#">Aiming for excellence self-assessment report</a>	
	Member Development Programme <a href="#">Member Training &amp; Development Programme</a>	
<b>5.3 Encouraging new talent for membership and the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>

Career structures are in place for Members and employees to encourage participation and development.	Member Development Programme <a href="#">Member Training &amp; Development Programme</a>	
	Staff Appraisal and performance development programme <a href="http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals">http://i.cheshirefire.gov.uk/organisational-structure/human-resources/learning-and-development/appraisals/appraisals</a>	
	Workforce planning guidance - intranet page <a href="#">Workforce planning</a>	

<b>PRINCIPLE 6:</b>  <b>Engaging with local people and other stakeholders to ensure robust public accountability</b>	<b>OWNER:</b> Performance, Planning and Communications
	<b>CONTRIBUTOR:</b> People and Development

<b>SUPPORTING PRINCIPLES</b>	
<b>6.1</b>	<p><b>Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</b></p> <ul style="list-style-type: none"> <li>▪ Make clear to themselves, all staff and the community to whom they are accountable and for what</li> <li>▪ Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required.</li> <li>▪ Produce an annual report on the activity of the scrutiny function</li> </ul>
<b>6.2</b>	<p><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</b></p> <ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Hold meetings in public unless there are good reasons for confidentiality</li> <li>▪ 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</li> <li>▪ 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</li> </ul>



	<ul style="list-style-type: none"> <li>▪ On an annual basis, publish a performance plan giving information on the authority’s vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period</li> <li>▪ Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings including partnerships, subject only to the need to preserve confidentiality in those specific circumstances when it is proper and appropriate to do so</li> </ul>
<b>6.3</b>	<p><b>Making best use of human resources by taking an active and planned approach to meet responsibility to staff</b></p> <ul style="list-style-type: none"> <li>▪ Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</li> </ul>

<b>6.1 Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</b>		
<b>What this means to CFRS</b>	<b>How compliance is evidenced</b>	<b>Assurance</b>
The internal audit plan is agreed annually, areas for scrutiny are identified and prioritised in consultation with Members.	Member elections <a href="http://i.cheshirefire.gov.uk/fire-authority/members-information-page">http://i.cheshirefire.gov.uk/fire-authority/members-information-page</a>	CFA  Internal Audit External Audit Peer Review
	Integrated Risk Management Plan <a href="http://i.cheshirefire.gov.uk/strategy-policy/irmp">http://i.cheshirefire.gov.uk/strategy-policy/irmp</a>	
The Service complies with requirements for external audit.	Annual report <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report">http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report</a>	
The Service participates in and is subject to peer review.	Statement of accounts <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a>	
	External Audit Opinion (see Statement of accounts <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a> (see pp94-96)	
The Annual Governance Statement includes evidence of compliance and of robust governance arrangements.	Annual Governance Statement (see Statement of accounts <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a> (see pp83-93)	
	Quarterly performance reporting <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee</a>	
The Service responds to requests under the Freedom of Information Act.	<a href="http://www.cheshirefire.gov.uk/about-us/performance-statistics">http://www.cheshirefire.gov.uk/about-us/performance-statistics</a>	

	Publication of agendas and minutes for Committee meetings <a href="http://i.cheshirefire.gov.uk/fire-authority/meetings">http://i.cheshirefire.gov.uk/fire-authority/meetings</a>	
	Freedom of Information Publication Scheme <a href="#">Freedom of Information</a>	
	Consultation – Intranet page <a href="http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation">http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation</a>	
	Consultation – Web page <a href="http://www.cheshirefire.gov.uk/about-us/consultation">http://www.cheshirefire.gov.uk/about-us/consultation</a>	
	Community Engagement <a href="#">Corporate Documents 1732</a>	
Clear channels of communication are in place to engage with all sections of communities and with stakeholders.	Communication Strategy <a href="#">Corporate Documents 1678</a>	
	Publication of agendas and minutes for Committee meetings <a href="http://i.cheshirefire.gov.uk/fire-authority/meetings">http://i.cheshirefire.gov.uk/fire-authority/meetings</a>	Stonewall
	Consultation strategy <a href="#">Consultation &amp; Engagement Strategy 2012-15</a> (1732 edocs)	Consultation Institute
	CFRS Website: Equality and Inclusion Strategy <a href="http://www.cheshirefire.gov.uk/Assets/1/CorporateEqualitiesInclusionStrategyv4.pdf">http://www.cheshirefire.gov.uk/Assets/1/CorporateEqualitiesInclusionStrategyv4.pdf</a>	Internal/External Audit
	Performance Reporting <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee">http://www.cheshirefire.gov.uk/about-us/fire-authority/performance-and-overview-committee</a>	Fire Authority
	<a href="http://www.cheshirefire.gov.uk/about-us/performance-statistics">http://www.cheshirefire.gov.uk/about-us/performance-statistics</a>	Local Strategic Partnerships
	Business intelligence library <a href="#">Business intelligence library</a>	

**6.2 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**

What this means to CFRS	How compliance is evidenced	Assurance
<p>The CFRS public website includes details of performance, strategy, plans and financial statements.</p>	<p>Web page: IRMP/Corporate Plan <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp</a></p>	<p>Internal Audit External Audit Cheshire Fire Authority Performance &amp; Overview Committee DCLG</p>
	<p>Annual report <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report">http://www.cheshirefire.gov.uk/about-us/key-documents/annual-report</a></p>	
	<p>Statement of accounts <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts">http://www.cheshirefire.gov.uk/about-us/key-documents/statement-of-accounts</a></p>	
	<p>Medium Term Financial Plan <a href="http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016">http://www.cheshirefire.gov.uk/about-us/fire-authority/fire-authority/agendas-fire-authority-meetings/wednesday-10-february-2016</a> (see item 2 Appendices 1 to 7)</p>	
	<p>Web Page: <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/freedom-of-information/what-we-spend">http://www.cheshirefire.gov.uk/about-us/key-documents/freedom-of-information/what-we-spend</a></p>	
<p>The results of public consultations are published on the CFRS website.</p> <p>Feedback on outcomes of consultations and decisions made following consultation will be discussed and minuted at Member meetings. Member meetings minutes and agendas are published on the website.</p>	<p>IRMP Consultation <a href="http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf">http://www.cheshirefire.gov.uk/Assets/1/IRMP-12-Consultation-Report-Final.pdf</a></p>	<p>Fire Authority Public Surveys Consultation Institute</p>
	<p>Feedback on outcomes of decisions of consultation <a href="#">Minutes &amp; agendas</a> (Website)</p>	
	<p>Draft Five Year Strategy <a href="http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520">http://www.cheshirefire.gov.uk/about-us/key-documents/irmp/five-year-strategy-201520</a> IRMP Plan <a href="http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516">http://www.cheshirefire.gov.uk/home/integrated-risk-management-plan-irmp-for-201516</a></p>	

### 6.3 Making best use of human resources by taking an active and planned approach to meet responsibility to staff

What this means to CFRS	How compliance is evidenced	Assurance
<p>There is a formal Trade Union protocol in place. Employees are fully engaged and consulted and involved in decision making of the organisation.</p>	<p>Trade Union Protocol  <a href="#">Corporate Documents 1200</a></p>	<p>Trade Union Engagement                       Staff Survey                       Fire Authority</p>
	<p>Staff consultations/ equalities  <a href="http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation/consultation/staff-engagement">http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation/consultation/staff-engagement</a></p>	
	<p>Staff consultations/IRMP  <a href="http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation/consultation/irmp-consultation">http://i.cheshirefire.gov.uk/organisational-structure/planning-performance-and-communications/equalities-and-consultation/consultation/irmp-consultation</a></p>	
	<p>Current consultations  <a href="http://www.cheshirefire.gov.uk/about-us/consultation/current-consultation">http://www.cheshirefire.gov.uk/about-us/consultation/current-consultation</a></p>	

<p><b>PRINCIPLE 7</b>  <b>COMPLIANCE TO NATIONAL FRAMEWORK 2012</b>  The priorities in the National Framework are for fire and rescue authorities to:</p> <ul style="list-style-type: none"> <li>▪ identify and assess the full range of foreseeable fire and rescue related risks their areas face; make provision for prevention and protection activities; and respond to incidents appropriately.</li> <li>▪ work in partnership with their communities and a wide range of partners locally and nationally to deliver their service.</li> <li>▪ be accountable to communities for the service they provide.</li> </ul>	<p><b>OWNER</b>  Chief Fire Officer</p> <p><b>CONTRIBUTORS</b>  Service Management Team  Operational Policy &amp; Assurance</p>
<b>Must Do</b>	
<b>1</b>	Safer Communities
<b>2</b>	Accountable to Communities
<b>3</b>	Assurance
<b>4</b>	Fire Fighter Fitness

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
	<b>1. Safer Communities</b>			
1.3	Produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border multi-authority and/or national nature.	IRMP Action Plan <a href="#">Annual IRMP</a>  Five Year Strategy <a href="#">Five Year Strategy 2015-20</a>	Planning, Performance and Communications  Operational Policy and Assurance	External Audit  Members Approval

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
1.9	Work with communities to identify and protect them from risk and to prevent incidents from occurring.	<p>IRMP Consultation <a href="#">Consultation on 2016/17 IRMP Plan</a></p> <p>H S A Targeting Methodology <a href="#">Intelligence Led targeting of Fire Safety Activities (Under review)</a></p> <p>Community Risk Model <a href="#">Community Risk Management Model (Under review)</a></p>	Prevention	<p>External Audit</p> <p>Internal Audit</p> <p>Consultation and Survey Feedback</p>
1.10	<p>Each fire and rescue authority integrated risk management plan must:</p> <ul style="list-style-type: none"> <li>▪ demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk</li> <li>▪ Set out its management strategy and risk based programme for enforcing the provision of Regulatory Reform (Fire Safety) Order.</li> </ul>	<p>IRMP Proposals/Action Plan <a href="#">IRMP</a></p> <p>RRO Policy supported by local policies <a href="#">Fire Safety Order</a> <a href="#">Bonfire Report</a></p> <p>“Listening to our Customers” Business Fire Safety Visits</p>	Protection	<p>Audit</p> <p>Member Approval</p> <p>P &amp; O Committee</p> <p>ISO9001 Accreditation</p>
1.11	Make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and other areas in line with mutual aid agreements.	<p>Section 13 &amp; 16 of Fire Services Act <a href="#">IRMP</a></p> <p>Operational Learning Platform</p> <p>Debrief Policy – Jan 2014</p>	<p>Operational Policy and Assurance</p> <p>Service Delivery</p>	<p>IRMP</p> <p>OLP Outcome newsletters</p> <p>Debrief monitoring</p> <p>Section 9</p>
1.14	Have effective business continuity arrangements in place in accordance with duties under Civil Contingencies Act 2004.	<p>NRAT</p> <p>Crisis Management Plan</p> <p>Departmental Business Continuity Plans (tested)</p> <p>Business Continuity exercise (annual)</p>	Operational Policy and Assurance	<p>Annual Governance Statement</p> <p>Risk Management Board</p> <p>Internal Audit</p> <p>Business Continuity Exercises</p>
1.15	Collaborate with other fire and rescue authorities to deliver interoperability. Interoperability between fire and rescue authorities includes, but is not limited to:	<ul style="list-style-type: none"> <li>• North West Fire Control</li> <li>• Data sharing SSRIs and borders with Manchester</li> </ul>	Operational Policy and Assurance	<p>Evaluation of NWFC JESIP Programme</p> <p>Reports through NWFC</p>

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
	<ul style="list-style-type: none"> <li>Compatible communications systems, control rooms and equipment</li> <li>Common command and compatible control and co-ordination arrangements</li> <li>Effective information, intelligence and data sharing</li> <li>Compatible operational procedures, and guidance with common terminology</li> <li>Compatible training and exercising (both individually and collectively)</li> <li>Cross border working with other English fire and rescue authorities and those in devolved administrations</li> </ul>	<ul style="list-style-type: none"> <li>Common terminology with NW Fire Control – within SOPs</li> <li>Local level cross border training</li> <li>JESIP – Control room training, team leaders and ops managers delivered by and hosted by Manchester Police</li> <li>Section 13 and 16 agreements</li> </ul>		
1.17	Collaborate with other FRAs, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability.	Cheshire Resilience Forum (CRF) (ToR & minutes) <a href="#">JESIP Programme</a> <a href="#">Cluster Exercise Programme</a> <a href="#">Training Strategy</a> OPA Training Annual Review	Operational Policy and Assurance	Minutes of CRF meetings JESIP Programme updates Cluster Exercise Reports Training performance reported through SMT
1.26	Engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making.	Attend CFOA National Ops Committee	Head of Service Delivery	Minutes of Meetings CFOA Operational Bulletins
1.29	Fire and rescue authorities risk assessments must include an analysis of any gaps between existing capability and national resilience.	Operational Learning Platform NRAT Capability Audits	Operational Policy and Assurance	Quarterly Reporting NRAT Capability Audit reports
1.31	Fire and rescue authorities must highlight to the department or the Fire and Rescue strategic resilience board, any capability gaps that cannot be met having taken into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.	NRAT Capability Audits	Operational Policy and Assurance	NRAT Capability Audit reports

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
1.33	Fire and Rescue Strategic Resilience Board, to provide assurance to Government that risks are assessed, plans are in place and any gaps between existing capability and national resilience are identified and fit for purpose and any new capabilities commissioned to deliver by Government are procured, maintained and managed cost effectively.	Cheshire Resilience Forum NRAT Capability Audits Risk Management Board (RMB) Regional collaboration for procuring fire kit and operational PPE Contracts over £5k published on website, showing type of procurement including collaboration and frameworks: <a href="http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement">http://www.cheshirefire.gov.uk/about-us/organisational-structure/procurement</a>	Operational Policy and Assurance	Cheshire Resilience Minutes of meetings RMB Minutes NRAT Audit Reports Internal Audit
1.38	Work in partnership with communities and a wide range of partners locally and nationally in order to meet the requirements of the framework.	Partnership working locally & nationally <a href="#">Partnerships</a> Partnerships toolkit currently under review and due for relaunch	Prevention	Partnership Governance Arrangements Partnership Policy & toolkit
2.3	Each fire and rescue authority integrated risk management plan must: <ul style="list-style-type: none"> <li>• be accessible and publicly available</li> <li>• reflect effect consultation throughout development</li> <li>• cover at least a three year time span and be reviewed and revised as often as necessary</li> <li>• reflect up to date risk analysis and evaluation.</li> </ul>	IRMP Proposals/Action Plan <a href="#">IRMP</a> Five Year Strategy <a href="#">Five Year Strategy 2015-20</a>	Planning Performance and Communications	Fire Authority Consultation Outcomes
2.4	Hold the CFO to account for the delivery of the fire and rescue service.	<a href="#">Statement of Assurance</a>	Fire Authority	Internal and External Audit Opinion



Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
		<a href="#">Statement of Accounts</a>		
2.5	Have arrangements in place to ensure that decisions are open to scrutiny.	<a href="#">CFRS Website: Fire Authority Minutes and Agendas</a>	Legal & Democratic Services	Public Survey
2.8	Make communities aware of how they can access data and information on their performance.	<a href="#">Statement of Accounts Annual Report</a>	Planning Performance and Communications	Internal/External Audit Opinion
3.2	Publish an annual statement of assurance.	<a href="#">Statement of Assurance</a>	Fire Authority	Internal Audit Compliance and Assurance documentation
3.4	<p>Fire and rescue authorities must work collectively, with the Strategic Resilience Board, to provide assurance to Government that:</p> <ul style="list-style-type: none"> <li>▪ risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified.</li> <li>▪ Existing specialist national resilience capabilities are fit for purpose</li> <li>▪ Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost effective way that delivers value for money whilst ensuring fit for purpose</li> </ul>	<p>Minutes of Cheshire Resilience Forum Minutes.</p> <p>NRAT Capability Audit</p>	Operational Policy and Assurance	<p>ACO and HOD of OPA attend Cheshire Resilience Forum at Strategic Level</p> <p>NRAT Capability Audit Reports</p> <p>RMB Meeting Minutes</p>

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
4.1	<p><b>Each Fire &amp; Rescue Authority must:</b></p> <ul style="list-style-type: none"> <li>▪ have a process of fitness assessment and development to ensure that operational personnel are enabled to maintain the standards of personal fitness required in order to perform their role safely.</li> <li>▪ ensure that no individual will automatically face dismissal if they fall below the standards of personal fitness required in order to perform their role safely.</li> <li>▪ ensure that all operational personnel will be provided with support to maintain their levels of fitness for the duration of their career.</li> <li>▪ consider where operational personnel have fallen below the fitness standards required whether an individual is able to continue on full operational duties or should be stood down, taking into account the advice provided by the authority's occupational health provider. In making this decision, the safety and well-being of the individual will be the key issue.</li> <li>▪ commit to providing a minimum of 6 months of development and support to enable individuals who have fallen below the required fitness standards to regain the necessary levels of fitness.</li> <li>▪ refer an individual to occupational health where underlying medical reasons are identified that restrict/prevent someone from achieving the necessary fitness and that individual must receive the necessary support to facilitate a return to operational duties; and</li> </ul>	<p>Amendments to CFRS Fitness Policy have been made in accordance with new national standards</p> <p>Recruitment of CFRS Fitness Advisor to lead on supporting firefighters to attain and maintain the fitness standards required, and to undertake fitness testing.</p> <p>Fitness testing of all operational staff will take place annually.</p> <p>Where underlying or long term medical issues are identified, individuals will be referred to OHU.</p> <p>Attendance Management will be applied where appropriate.</p>	<p>People and Development</p> <p>Operational Policy and Assurance</p>	<p>Health and Safety Committee</p> <p>Attendance Management Policy</p>

Ref	Must Do	How this is evidenced	CFRS Department	Assurance mechanism
	<ul style="list-style-type: none"> <li>▪ fully explore opportunities to enable the individual to remain in employment including through reasonable adjustment and redeployment in role where it appears the medical condition does not allow a return to operational duties.</li> </ul>			