Cheshire Fire & Rescue Service Corporate Governance Action Plan - 2007	Core Principle One – Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.

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1.1.1	Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and Service users.	Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements.	Vision, Mission, Aims & Objectives are reviewed as part of the review of local political and risk issues feeding into the development of the Corporate Plan & IRMP. Delivery of the Vision via the IRMP is by an established system of Corporate Governance (derived from the 2003 CIPFA Code) that ensures the Service is considerate of the wider governance implications of its actions. Extensive and continuous Member engagement ensures effective scrutiny and challenge, not only of the IRMP via Cheshire Fire Authority but also of governance arrangements that underpin service delivery. Scrutiny of such arrangements is devolved to the Standards Committee of the CFA... There is also alignment between the financial and planning processes feeding into the development of the annual IRMP. Specific projects and targets are contained in the combined corporate plan/IRMP 5 to revise services UPA areas and member engagement.	Annual Planning cycle PO Visions IRMP Jigsaw Member engagement, Scrutiny and challenge Minutes of P&O, CFA, Policy, Standards. Wider stakeholder consultation Member Away Days	In spite of extensive consultation citizens are possibly not actively enough involved in shaping service delivery and therefore the use of resources.	4	**June 10** Continuing review of consultation and engagement is taking place as part of developing the Service's new 3 year vision. **November 10** CF&RS are undertaking a review of services on our own and partner consultation arrangements. **June 11** A 'road show' approach was adopted during the IRMP 8 consultation. This involved proactive targeting at venues such as supermarkets and shopping centres. A large increase in the number of people engaged with resulted. In addition to direct consultation with a list of key organisations and partners, work is ongoing to map out the consultation processes used by other local public services.	Tim Bevington	Nov 11

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1.1.2		Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.	Development LAA ongoing. Introduction of Partnership Governance Board. RESPECT governance board is an example of effective partnership working within this approach. The Migration Impact Fund and the Governance Board have proven effective partnerships. Still awaiting new process to replace LSPs and LAAS.	Partnership Strategy Partnership Toolkit Partnership Governance Boards 'agreed ToR and objectives and Risk Management approach'	We are now compliant with the volunteer policy.	5	**June 10** The Partnership policy was approved by Members in March, and training session for Officers that deal with Partners will be delivered in June/July. The Partnership agreement requests each organisation to state their commitment to the partnership (including resources) **November 10** Three partnership training sessions have been delivered in June/July and August. Positive feedback was received from delegates through the evaluation survey. Ad hoc training will be run as required. **June 11** Three quarterly Partnership reports have been published and presented to service management team (SMT). The Partnerships annual report was published in April 2011. The Legal team is involved, where appropriate.	Evan Morris	Ongoing
1.2	Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.	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	Production of an annual Best Value Performance Plan against an agreed suite of performance indicators. Monthly performance reporting to Performance & Projects	User satisfaction survey quarterly reports issued from July 2010. Response panel surveys Customer satisfaction	Areas of improvement have been identified in the way that the service captures and communicates	4	**June 10** Implemented the two phases of Listening to Our Customers Project, initial feedback report scheduled for	Tim Bevington	Ongoing

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		regularly is available.	Management Group and Area Manager challenge by UPA area. UPA meetings are continuing, work started on 'Listening to our customer's project'.	surveys (generic or thematic)	stakeholder feedback and progresses matters for action arising		presentation to Programme Board end 0ct. **June 10** To work with Corporate Communications in developing further our IRMP and budget consultation so that more imaginative ways are used to ascertain the views of hard to reach groups on our policy and financial proposals **November 10** The Listening to Our Customers project has now been implemented. Ongoing action will be to formerly monitor the revised comment compliment and complaints process **June 11** The Listening to our Customers project has been fully implemented. Quarterly reports are produced for the three areas of the project: HSA, Business Visits and After the Incident. New Roadshow style consultation events are helping to reach people not previously effectively engaged with. IRMP 8 Consultation process also engaged with the focus group Macclesfield		

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							Disability Information Bureau. This proved successful and will be built on in the future.		
1.2.1		Put in place effective arrangements to identify and deal with failure in service delivery.	There is an embedded process of debriefing operational incidents via an electronic process – internally referred to as A9. This process allows staff to contribute to the identification of service delivery weaknesses and identify areas for improvement. It also provides a record of what went well and allows the service to build on its strengths as well as develop its weaknesses. Service delivery arrangements and their effectiveness in contributing toward service outputs and community outcomes are scrutinised at the level of the PDG and by PPMG at the strategic level. Within these forums, failure in service delivery is determined by assessing of the services performance against a wide range of performance indicators where the reasons for failure are identified, analysed and solutions discussed and agreed. The fundamental tools underpinning this assessment are the services Activities Database, Station Planning Database, Risk Management Database and OWLe. The service also has a Complaints Procedure whereby failure in service	PMG – ToR and minutes of meetings UPG – Toolkit and minutes of meetings scrutiny and challenge by AMF. Activities, Planning & Risk Databases. OWLe Database. Complaints Procedure.	The extent to which customer satisfaction directly influences policy decisions and targeting of resources. For example, are all customers afforded the opportunity to complete a satisfaction form at the point of service delivery	4	**June 10** Implemented the two phases of Listening to Our Customers Project, initial feedback report scheduled for presentation to Programme Board end of July. **June 10** To work with Corporate Communications in developing further our IRMP and budget consultation so that more imaginative ways are used to ascertain the views of hard to reach groups on our policy and financial proposals. **November 10** The Listening to Our Customers project has now been implemented **June 11** As 1.2 above.	Tim Bevington	Ongoing

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			delivery can be reported by the end user and managed effectively.						
1.3	Ensuring that the authority makes best use of resources and that tax payers 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	The Authority 's VFM Strategy sets out our interpretation of 'Value for Money' and the approach taken to its review. The External Auditors are required to provide an annual opinion on the Authority's arrangements for securing VFM. Corporate Risk Management Framework (CRMF) in place and promoting effective use of resources to managing risk in significant service activities	VFM Strategy External Audit Annual Opinion (which includes a VFM opinion). Corporate Risk Management Framework (CRMF) adopted by the Authority in November 2010.	Proposal to expand CRMF to PDG areas and embed risk management and use of resources in PDG planning, & performance contributing to community outcomes	4	**June 10** Training has been provided to all Unitary Areas, but there is a need to provide ongoing education in Risk Management techniques. **November 10** Support in risk management training continues to be provided to unitary areas. The new Risk Management Framework is to be discussed at the Members Away Day in November and following its formal approval further training and support will be provided to all Departments. **June 11** The programme of VFM reviews for 2011-12 was consulted upon as part of the IRMP consultation and has begun with reviews of catering and admin across the Service.	Darren Griffiths	Ongoing

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							Discussions have begun with External Audit to inform the development of their annual VFM opinion. The Authority's Policy Committee approved the revised Corporate Risk Management Framework and training has subsequently been provided to the Authority at an Away Day. Training for Officers is ongoing.		