

Cheshire Fire & Rescue Service	Core Principle Three – Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
Corporate Governance Action Plan - 2007	

REF	SUPPORTING PRINCIPLES Delivering Good Governance In Local Government Framework CIPFA/SOLACE 2007	The local code should reflect the requirement for local authorities to:	EVIDENCE STATEMENT	DOCUMENTS & LINKS	Area of non Compliance	Compliance 1 – non 5 – full	Required Action	Responsible Person	By When
3.2.1		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.	CFRS has put in place arrangements to ensure services are delivered in compliance with the Equalities Standard. CFRS has achieved Level 4 of the Equality Standard for Local Government and launched a new Equality Framework in December 2009.	<p>Equality Impact Assessments against all policy and PDG activity Disability Impact.</p> <p>Assessment as above Appraisals process for all staff incorporating core values and PQAs</p>		4	<p>June 10 The Equality strategy and action plan for achievement of new excellence standard has been approved by the Fire Authority</p> <p>November 10 The revised Equality Impact Assessment (EIA) process has now been implemented. We intend as part of our proposed four year strategy to roll out our new core values and behaviours.</p> <p>June 11 Equality Impact Assessment training has been undertaken by one representative from each department. The Service is undertaking a peer assessment against the Excellence criteria at the end of June.</p>	Tim Bevington	Ongoing

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							New Core Values have been released to members of staff and are contained within our four year strategy. Work on the Service's revised Equalities Strategy will take place following the peer assessment.		
3.2.3		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.	The organisation's shared values are enacted within an established and credible corporate framework to support and guide decision making from CFA down through Member Committees, Senior Management Team, Area Manager Forum, within this frame-work discussion is held and decisions made by managers who are required to operate in accordance with the service's shared values and maintain effective working relationships with both external stakeholders as well as internal colleagues.	CFRS Core Values PQA based appointments process. PQA based appraisals. PQA based promotions process. SMT coached by Prof Jack Sanger on developing positive and trusting relationships to ensure decisions are made in accordance with shared values. SMT & supervisory managers (CM/WM) coached by Prof Keith Grint on categorising issues for decision into wicked or tame problems, enabling managers to select an appropriate decision making process ensuring integrity & compliance with shared values.	Compliant	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. Once the training has been completed the partnership spreadsheet will be reviewed to ensure all partnerships complete the new forms. The partnership database is still being updated regularly. November 10 The partnership training has been delivered and the review of the partnership	Evan Morris	Ongoing

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							spreadsheet is ongoing to identify partnerships that require new agreements. June 11 An on-going partnership spreadsheet review takes place with agreements updated, reviewed or exited as a result.		
3.2.4		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.	The organisation has developed and implemented a partnership toolkit and partnership strategy Special away days with Members are held at key stages in the Service's planning timetable.	Partnership Toolkit For all significant partnerships establishment of a Governance Board tasked with agreeing partnership values and objectives as well as auditing ongoing compliance	Monitoring and audit process needs developing for compliance	2.5	June 10 The Partnership template agreement documents have been amended to ensure all partnerships meet the organisations values. November 10 The partnership agreement was amended to include a section aligning the partnership objectives and this was approved by the Fire Authority when the partnership policy was signed off. June 11 The policy is now used service wide	Evan Morris	Ongoing

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							and partnership agreements for 2010/11 have been documented utilising the latest partnership agreement template.		