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Cheshire Fire & Rescue Service

Corporate Governance Action Plan - 2007

Core Principle Five –
Developing the capacity and capability of members and officers to be effective.

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 on Non Compliance	Compliance 1 – non 5 - full	Required Action	Responsible Person(s)	By When
5.1	Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles.	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.	<p>Induction programme provided for new Member in June 2006.</p> <p>Revised Induction Programme for Members developed September 2010</p> <p>Development of Personal Development Plans for Members to allow for identification of areas for development</p>	<p>Member Development Programme</p> <p>Member Induction Programme</p>	Review of Members Induction Programme to ensure effectiveness	4	<p><u>Sept 08</u> Ongoing process for 08/09 Link in with CWIEP Programme of Member Development from Sept/Oct 08</p> <p>Ongoing process for 08/09. Link guidance from CLG published Aug 08</p> <p>Manager induction programme being designed for delivery in 2009</p> <p><u>Sept 08</u> Fully Linked in with CWIEP Programme of Member Development from Sept/Oct 08</p> <p><u>Jan 09</u> Looking at planning program for 2009/10 pick up new member induction on which LG themes</p> <p><u>July 09</u> Member Development programme agreed at CFA 17 June 2009. Member Training & Development Group to review and develop programme throughout the year.</p> <p>Corporate programme to be developed.</p> <p>Departmental programme to be developed</p> <p><u>November 09</u> Programme to carry out personal development plans for members to be developed to identify specific training needs for members roles in the Authority.</p> <p><u>March 10</u> Member Development Group to review options and agree method for individual personal development interviews which will form the basis for individual Members Personal Development plans.</p> <p>Revised induction process and information pack</p>	Andrew Leadbetter	May 2012

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					Review of Officer Induction	5	<p>being developed. September 10 Programme of PDRs for Members 80% complete. Revised Induction pack and Members handbook due to be published Sept/Oct 10 January 11 Members PDR's have been completed. Induction programme has been developed and will be used for any new Members to the FA from June 2011. This process will be reviewed after 6 months of operation March 2012 Induction Programme for new Members has commenced in June 2011. Three induction sessions have been delivered to date. Review and evaluation of the programme will be undertaken on completion in May to determine whether the format and content of the programme has met Members needs.</p> <p>November 09 Corporate programme to be developed. New programme to be launched in Nov 09. Departmental package to be developed. Packages to be ready for Jan 10. March 10 New induction process for all employees of CFRS launched in November. Second course run in March 2010. New induction paper completed and available on intranet March 10.</p> <p>June 10 Revised induction process and information pack being developed. The documentation supporting the induction process is now stored on the intranet. There is a monthly updating mechanism. The off job programme is now planned to be run four times a</p>	Judi Jennings	NFA Annual Review

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							year. The PDH books are to be updated and HR will issue these to all new starters.		
5.1.1		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	The CFO, DCFO Corporate Services (Monitoring Officer) and the Head of Finance & Governance (Treasurer) are the Statutory Officers concerned. For these individuals the appraisal scheme and regular one to one meetings with line management ensure that any potential skill or resource deficits and additional support requirements are identified and acted upon. The selection process ensures the skill-set of applicants is assessed to match the relevant standards required to perform as Statutory Officer. The Treasurer & Monitoring officer are both subject to CPD regimes within their profession.	Key competencies included in JD's, Roles and Responsibilities, Role Maps. Service Structure aligned to service requirements. Staff Appraisal Scheme.		5	<p>Jan 09 Potential for Officer involvement in CWIEP Programme</p> <p>July 09 No further funding for CWIEP Programme Deputy Monitoring Officer to refresh training for Statutory Officers once revised Policy & Procedure Manual approved.</p> <p>November 09 Revised constitution approved Sept 09 and training for Statutory Officer's to be refreshed</p> <p>March 10 Statutory Officers to arrange appropriate training within their own CPD regimes.</p> <p>June 10 Director of Finance & Corporate Planning and the Head of Legal and Democratic Services and the CFO to arrange appropriate training through staff appraisal and as part of CPD.</p> <p>September 10 As above</p> <p>January 11 Whilst the maintenance of competence is an ongoing requirement, this is very much part of the 'day job' and therefore this is now assessed as compliant</p>	Darren Griffiths and Andrew Leadbetter	Annual Review

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5.2	Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.	<p>Member training group will consider future learning and development programmes.</p> <p>Those Officers with delegated governance responsibility have their performance assessed & scored during appraisals against the governance responsibilities contained in job descriptions. Any deficit would thereby be identified & addressed.</p>	<p>Members Personal Development Plans and Individual Training Records</p> <p>TOTI/Insight for all Officers</p>		5	<p>Sept 08 Defer until 2009 during LGR but continue extensive programme for member development - Work undertaken during LGR as further guidance for accreditation in 2009.</p> <p>Jan 09 Work with partners through CWIEP to share learning and best practice. Look to restate commitment to member development charter in 2009 and continue to work towards external accreditation.</p> <p>July 09 Member Training & Development Group to develop a Member Development strategy which will form a sound basis for attainment of NW Charter in 2010</p> <p>November 09 Work programme agreed for Member Development Group to develop a Strategy which includes assessing Member skills and identify training needs relevant to their roles on the Fire Authority</p> <p>March 10 Members Personal Development plans to be created following initial personal development interviews – to be agreed by member Training and Development Group.</p> <p>September 10 Work towards the principles of the Charter continues and the MDTG will re-assess the position in 2010/11. All Members invited to personal development plans developed by the end of Aug 10. 21 Members (80%) have completed reviews with the Learning & Development Manager</p> <p>January 11 All Member PDRs are complete and a self-assessment of the Authority's work towards Charter has been carried out. It is proposed that the Service applies for the Charter accreditation in 2011.</p>	Andrew Leadbetter	

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							March 2012 Achieved NW Charter – Level 1 in Sept 2011 Annual Review or PDPs completed in Dec 2012 and process now embedded in Member Devt. activities		
5.2.1		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	In terms of scrutiny & challenge, the service is continually maturing its overall approach to both governance and performance management. Officers with delegated governance responsibility (as stated above) support good governance and required outcomes via participation at Standards Committee, Performance & Overview Committee & Policy Committee and at Management Forums. A forum has been established for managing Strategic Risk (Risk Management Board).	Member development programme. Constitution	Scrutiny training required for P&O Committee Members	4	Sept 08 Produce a robust training programme for potential new members and to up skill existing members. Engage with partners, member training with CWIPE Partnership Re-engage NW charter in 2009 after LGR has been implemented Jan 09 See above July 09 Review of Management Development Programme and approval of 09/10 programme November 09 Enhanced Scrutiny role included in P&O Committees revised Terms of Reference and training on Member Scrutiny role to be delivered to P&O Committee members March 10 Member scrutiny training to be delivered to P&O Committee members – options for joint training with the constituent authorities or other Fire Authorities to be researched. September 10 The Member Development Programme includes a training session on scrutiny for P&O Committee which has not yet been delivered. There are issues over timing/content of any joint training sessions and the uncertainty over any forthcoming changes to Government policy. January 11 Members have identified scrutiny and questioning in the PDP process and they will be offered an external course when an appropriate course is	Andrew Leadbetter	On-going 2012

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			<p>Development of skills to support good governance is undertaken at SMT away-days, coaching has been provided by renowned consultant Jack Sanger. All SMT engage in CPD relevant to sector specific roles and responsibilities. Expert advice, scrutiny and challenge are afforded by the services of the Internal Auditor & External Auditor.</p> <p>Outside advice sought when required i.e. legal advice from Counsel as and when required.</p>				<p>identified. Other training needs have been identified in individual Member Personal Development Plans to assist Members develop their skills. Personal Development Plans have been developed for Members which will be reviewed on an annual basis</p> <p>March 2012 Annual Review of PDPs completed in December 2011. Delivery of appropriate training/devt. to meet needs identified has commenced.</p>		
5.2.2		Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action	The Authority and its Executive has undergone formal review of its performance via CPA 2005, gaining a 3 and being rated as a good Authority. In 2006 its Direction of Travel was rated as improving well,	CPA 2005 – final report and action plan. Service Assessment 2006 – final report and action plan. Internal &		5		Darren Griffiths Jan Burns	NFA – Annual Review

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		plan which might for example, aim to address any training or development needs	whilst Use of Resources scored a 3 as performing well – being consistently above minimum requirements. The overall service assessment score of 4 reflected performance in delivering the fire and rescue service and was constructed from two elements: performance indicators (PI's) and the OASD. All recommendations from all audits are always actioned	External Audit function – reports, recommendations and action plans. Individual staff appraisals. Member training and development plan.					
5.3	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.	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.	Members actively involved in promoting the need for diversity within the wider member groups? CFA lobbied to raise awareness the need for a representative membership of CFA from 1 st April 2009. Similarly, the advert for additional independent members of Standards Committee	In light of LAA development we now need to demonstrate greater opportunities for public to influence and get involved.	Best use of our response panels	5	<p><u>Sept 08</u> Service delivery – continuing development of Response consultation panel and joint consultation with partners. Recruitment positive action and taster days to broaden understanding</p> <p><u>Jan 09</u> Re recruit response panel gives full 865 members on the panel.</p> <p>Awaiting new community empowerment & communication strategy</p> <p><u>July 09</u> New Community Empowerment strategy presented to CFA on 10 June for approval.</p> <p><u>November 09</u> Use of the new community empowerment strategy is now part of the consultation process for IRMP7. We will schedule a meeting with the Unitary</p>	Tim Bevington	NFA Annual Review

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			particularly sought applications from under represented groups.				Performance Managers to agree timescales for local consultation meetings within their Unitary areas <u>March 10</u> Local consultation within unitary areas has been completed, different approaches were trialed and lessons learned are to be incorporated into consultation during 10-11. <u>September 10</u> New consultation approach will be presented to FA on 16 th Septemeber		
5.3.1		Ensure that career structures are in place for members and officers to encourage participation and development	For uniformed CFRS staff a career structure compliant with the IPDS is in place. This is supported by the FS role maps, POEST and ADC & selection process. AD Introduced July 08 from ADC process a promotions structure has been established. 2 levels (supervisory and mid management) complete Although role maps do not exist for non-uniformed staff. There is opportunity for some career grade posts to be introduced.	In the case of CFRS Staff appraisals, role maps, CPD, JDs etc Member Policy & Procedures Manual	Devt of Talent Pools during 2009	5	<u>Sept 08</u> Continue to develop committee & PDG structure to support non-executive members Use CLG guidance on provisions of new Local Government Act to embed wider role of members IPDS Compliant talent management programme is being designed for delivery in 2009 <u>Jan 09</u> Talent pools being developed and full evaluation process and procedure to be undertaken in Feb 09 With the advert of the restructure of the HR department career grades are to be developed for various roles. This is a pilot and will be evaluated Sept 09. The Personal Development Handbook (Blue book) is to be enhanced to incorporate all Green book staff within CFRS and this will assist with continuous professional development and career development <u>November 09</u> Evaluation completed and talent pools across three levels established <u>March 10</u> Career grades are in place for HR advisors and will be included in the new structure. There are three levels of talent pools in existence at supervisory, middle and strategic levels for operational personnel and are based on the IPDS	Jan Burns	Annual Review

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			<p>Development of skills to support good governance is undertaken at SMT away-days, coaching has been provided by renowned consultant Jack Sanger. All SMT engage in CPD relevant to sector specific roles and responsibilities.</p> <p>Expert advice, scrutiny and challenge are afforded by the services of the Internal Auditor & External Auditor.</p> <p>Outside advice sought when required i.e. legal advice from Counsel as and when required.</p>				<p>and ADC principles. These are to be further developed in 2010 to assist with accelerated learning and promotional activities. Career grades are in place for HR advisors and will be included in the new structure.</p> <p>June 10 A pathways to promotion process has been developed and is to be discussed further with the Leadership Team. A new learning needs identification process is to be piloted with Members in July 10 which will allow Members to have individual personal development plans</p> <p>November 10 With the advent of the restructure of the HR department career grades are to be developed for various roles. This is a pilot and will be evaluated Sept 09. The Personal Development Handbook (Blue Book) is to be enhanced to incorporate all Green book staff within CFRS and this will assist with continuous professional development and career development.</p> <p>September 10 Following the Fire Ministers announcement regarding ADCs and IPDs a review of the process will be carried out during Sept and recommendations presented to SMT on 11th October. There are two talent pools in operation at supervisory and middle management level. The talent pools will be reviewed as part of the above. Personal Development plans with 80% of Members.</p> <p>January 11 The ADC policy and processes have been revised and a new policy developed and agreed by SMT. The policy was presented to the representative bodies and feedback received. There is currently on going dialogue with the FBU regarding part of the process which is hoped to be agreed on by March 2011.</p>		

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			<p>For Members there are a number of roles provided for those members who want to take a more leadership/strategic role; however members elect themselves for these roles. Support available through member training programme and member away days.</p>			5	<p>The new processes will involve using the incident command suite for the stage assessments of PQAs and will result in a structured approach for assessment and promotions.</p> <p>July 09 New Authority Structure report approved at CFA on 3 April which included the appointment of Member Champions to enhance member roles</p> <p>November 09 Personal Development plans to be developed for Members to identify any training needs associated with the enhanced roles introduced in April 2009</p> <p>March 10 Member training and Development Group to consider options and agree the method for completing initial personal development interviews (121's) with Members at its meeting in March 2010. Once the initial interviews are completed each Member will have an individual development plan which will identify their development. Needs in relation to their current role and roles they may aspire to,</p> <p>June 10 Refer to response above for update on Members individual PDP's</p> <p>September 10 80% of Members Personal Development reviews complete</p> <p>January 11 All Members now have a Personal Development Plan which will be reviewed annually to assist Members with their development needs</p>	Andrew Leadbetter	Ongoing 2011