

<NOT PROTECTIVELY MARKED>

Cheshire Fire & Rescue Service

Corporate Governance Action Plan - 2007

Core Principle Four –

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

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| 4.1 | Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny | 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 | Performance & Overview Committee Policy & Procedures Manual | Performance & Overview and Standard Committee Terms of Reference (ToR). ToR for non executive committee members and agreed process of recruitment of non executive members. Independent Review Panel. | | 5 | Sep 08 Develop and forward plan of key discussions to be made Forward Plan built into Gantt chart Jan 09 No further action process now in place | Joanne Smith | NFA Annual Review |
| 4.1.1 | | Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based. | Agenda & Minutes recorded for all committees, these are published on our website. Annual Planning Process/Cycle. Access to information provisions regarding publication of agenda & minutes | Minutes of service meetings including the development of actions logs which are circulated amongst stakeholders and actionees. Risk & Resilience/Planning schedules Integrated Financial & Service planning timetable developed and approved by Members annually Forward plans for Elected Member and Management | Sept 08 Medium to long term forward plan for non major actions/issues needs to be fully developed and displayed on intranet | 5 | Sept 08 Develop area on intranet for forward plan Jan 09 Are on Intranet developed Gantt available to officers integrated plan/timetable developed and to be loaded on to the intranet July 09 Internal and External meetings Business Monitoring tables developed Nov 09 Intranet pages for Legal & Democratic Services to include forward plans for internal/external management meetings and revisions to be made to mechanisms to ensure they reflect recent organisational changes. | Joanne Smith Darren Griffiths | NFA Annual Review |

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| | | | | Meetings | | | <p>Jan 10 Intranet pages under construction following the implementation of a comprehensive forward planning system for all Member and Management meetings</p> <p>June 10 Intranet pages to be updated following the launch of the new website</p> <p>September 10 Forward plans for elected Member and management meetings now available on intranet.</p> | | |
| 4.1.2 | | 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. | Annual statement/Declaration of interest | Members Code of Conduct Anti Fraud and Corruption Policy Member Review Role – Standards Committee | | 5 | <p>Sept 08 Next Members submission required for April 2009 Now members will be picked up under same process</p> | Joanne Smith | NFA Annual Review |
| 4.1.3 | | Develop and maintain 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 | Standards Committee Audit Plan Audit progress reports internal/external audit | Internal Audit Protocol | | 5 | <p>Sept 08 Ensure Terms of Reference of Committee reflect role. Agreed with internal/external audit that Policy Committee is effectively the audit committee for the purposes of approving plans and receiving statutory reports. ToR for Policy Committee and Policy & Overview to be aligned to reflect the above.</p> | Darren Griffiths Joanne Smith | NFA Annual Review |

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| 4.1.4 | | Ensure that effective transparent and accessible arrangements are in place for dealing with complaints | | Whistle blowing procedure external via SafeCall Staff Grievance Procedure Complaints Procedure – annual review by Standards Committee | Review of procedures required particularly the use of Safecall | 5 | July 09 Information about the use of Safecall was provided to Corporate Support in April for reporting to the Fire Authority | Neil Wilson | NFA – Annual Review |
| 4.2 | Having good-quality information, advice and support to ensure that services are delivered Effectively and are what the community wants/needs. | 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. | External consultation on community engagement needs. The CIU produce a twice yearly strategic intelligence analysis that combines numerous sources of information to aid the annual planning process and help target our resources effectively. | Risk Analysis & Intelligence Team(RAIT) ToR still to be developed as SIS Research Officer (ToR) OWLe FSEC Process Evolution Corporate Support (ToR) roles/responsibilities RTIX Use of presentations & seminars for members to 'explain' complex issues Corporate Intelligence Unit (ToR) | Listening to our customers | 5 | Sept 08 Amend report template and work with E&D/ Environment and retained officer leads to streamline impact assessment Jan 09 SIS to be written – Terms of Reference (ToR) for Risk Analysis & Intelligence Team (RAIT) July 09 Terms of Reference (ToR) for Corporate Intelligence Unit agreed November 09 Implementation of Listening to our Customers project in Q4 2009-10 March 10 Listening to our customer's project is underway. Phase I H S A survey has commenced and next phases will be scheduled in during 2010. September 10 Listening to our Customers the outstanding report on 'after the fire' incident survey should be complete by Mid October. January 11 The report has been produced and the project completed – this is now 'business | Tim Bevington | Annual Review |

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| | | | | | | | as usual' for the Service. While this is an issue which is constantly being reviewed for potential improvements, it is felt that compliance has now been achieved. | | |
| 4.2.1 | | 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 | Financial Regulations Scheme of Delegation Policy & Procedures Manual Checklists submitted with management papers confirming that key stakeholder advice has been considered and sought. Engaging services of monitoring officer from Staffordshire FRS in role of critical friend. | Legal Team ToR Finance Team (ToR) Role of S 151 Officer & Monitoring officer as set out in legislation & Scheme of Delegation | Tighten mechanism to ensure officers are fully utilising the checklist to include consultation with all key stakeholders | 5 | Sept 08 Amend report template and work with E&D/ Environment and retained officer leads to streamline impact assessment Jan 09 Look at a range of report requirements in March 09 July 09 Revised report template to ensure Financial and Legal implications are recorded on intro requirement for officers to submit policies paperwork forms to ensure advice given at early stages if policy. November 09 Revisions to be made to ensure mechanisms are updated to reflect recent organisational changes | Joanne Smith | NFA – Annual Review |
| 4.3 | Ensuring that an effective risk management system is in place. | 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. | Corporate Risk Management Framework in place and agreed by CFA... Risk database in place. Embedded Corporate, Functional & Departmental risk process. Risk training to all management tiers conducted during 2006 TOTI. Member toolkit with 2 Members sitting on | Framework Document Member Toolkit Annual audit & inspection letter 2006. Annual Audit Letter 2007 UoR Scores | Refresher training for Members of Risk Management | 5 | Jan 09 Reinvented Risk Management Board which includes members and auditors July 09 Have Member champions and next meeting scheduled for September 09 March 10 The Risk Management Board took place in September 2009, attended by officers, Members and Auditors. Subsequent meetings have taken place in November and March 2010. The next development will be risk management refresher training for all Members. | Darren Griffiths | Annual Review |

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| | | | RMG. Risk Management now informing wider planning and performance management. | | | | <p>September 10 RMB have agreed a draft revised Risk Management Framework. Whilst no Member has identified risk management training as part of their personal development training package, a slot to deliver risk training will be entered into the Authority's Corporate training programme, following consideration of the revised framework by CFA in Dec 2010.</p> <p>January 11 The Fire Authority approved the revised Risk Management Framework and training for Members has been scheduled for early in 2011.</p> <p>March 11 Training was delivered to Members 1st March 11. Feedback has been positive. RMB will be providing an annual report to Policy Committee.</p> | | |
| 4.3.1 | | 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. | SafeCall – Confidential reporting procedure. | SafeCall Policy Document | Lack of embeddedness due to issues with accessibility of policy and guidance. Now included on induction information to all staff. Posters and information cards re-issued to all locations, proposed revitalising through corporate health | 5 | <p>Jan 09 Proposed revitalising through corporate health strategy launch early 2009</p> <p>July 09 CFA approved Corporate health strategy information is now on the intranet and posters are to be sent out to all stations for display on notice boards</p> <p>November 09 Stations reminded of Safecall services. Review of Safecall contract and services to be held with HR</p> <p>March 10 Contract has been renewed. A presentation will be arranged for senior officers then a programme of publicity will be rolled out across the Service.</p> | Neil Wilson | Annual Review |

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| | | | | | strategy launch early 2009. | | <p>September 10 Safecall attended a meeting of the Senior Management Team to explain the services they offer the SMT discussed how these fit with our Service policies and procedures. It was agreed that Julia Morrison would develop a range of Service specific posters with Safecall to publicise their role more widely.</p> <p>January 11 Posters were issued and green bulletin item explaining ethos and process Dec 2010. The message links into Staff survey issues raised, the Team Cheshire approach to building relationships and that policies should be used ie, grievance, bullying etc. prior to the issue being escalated to a degree that requires this Service to be used.</p> <p>Feb 11 The service has now been requested to be available for Cadets use. This has been agreed by Safecall to be covered in the current contract at no additional cost. A relevant poster targeting the service at this group is being produced inhouse.</p> | | |
| 4.4 | Using their legal powers to the full benefit of the citizens and communities in their area | Actively recognises the limits of lawful activity placed on them by, for example, the ultra doctrine but also strive to utilise their powers to the full benefit of their communities | Role of monitoring officer & S 151 officer Purposive approach to interpreting legislation where legitimate | Scheme of Delegated Powers. Scheme of Financial Delegation. | | 5 | | Kathryn Foreman Darren Griffiths | NFA – Annual Review |

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| 4.4.1 | | Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law | | DCO Corporate Services Legal Team (ToR) Standing Orders | | 5 | | Kathryn Foreman Darren Griffiths | NFA – Annual Review |
| 4.4.2 | | Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principals | | DCO Corporate Services Legal Team (ToR) and key documentation | | 5 | | Kathryn Foreman Darren Griffiths | NFA - Annual Review |