

<NOT PROTECTIVELY MARKED>

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.**

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(s)	By When
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.	Develop and promote the authority's purpose and vision.	CFA has a strong sense of what it wants to achieve for all of the communities of Cheshire and is fully attentive to the needs of the bigger picture in respect of existing and emerging national requirements, issues and challenges. To articulate this CFA has published its Vision, Mission, and Key Aims & Corporate Objectives in successive Corporate Plans & IRMP documents since IRMP1 in 2004. The document itself is a product of extensive risk analysis and is subject to wider community engagement including external partners. It also undergoes extensive scrutiny and consultation prior to publication and sign off by the elected members of the CFA. The Authority fully recognises its role as a community leader and is open and transparent in relation to driving improvement in service delivery, communicating its objectives via local media	IRMP Corporate Plan Financial diagnostics for the IRMP IRMP protocol IRMP Consultation CFRS Web Site Corporate Communications Strategy Partnership Strategy/Toolkit CFA Annual Report 2006 CFA Annual Report 2007 Staff attitude survey 2007 User satisfaction survey 2007  Minutes of UPA Meetings Minutes of locality meetings e.g. community forums neighbourhood action teams etc.	Although participation in locality meetings is embedded there is scope to further refine these meetings by emphasising community engagement when determining local priorities. For example, does the Authority perceive community needs arising out of its analysis, or is it enacting the will of the community by prioritising citizen requirements and being responsive to citizen expectations.	5	<b>June 08</b> Develop a corporate standard for PDG areas to implement at the front end of the IRMP process to ensure the Authority remains attentive to citizen requirements in relation to the provision of their (the communities) Fire & Rescue Service and that the Vision, Mission and Corporate objectives continually reflect the needs and wants of the community of Cheshire. <b>Nov 08</b> Outcomes of the Planning workshop scheduled for early November will be used to inform and update outline of IRMP6 proposals. <b>March 09</b> Strategic & Local Planning workshops delivered to Unitary Performance Areas in November and December to inform planning priorities for 09-10. Further extended IRMP6 consultation events took place at six locations across Cheshire Halton & Warrington with a further two public meetings in Wilmslow during Jan/Feb 09 with positive response <b>Sept 09</b> Refined planning process and alignment to IRMP7 priorities for 20-10 plans has commenced <b>Jan 10</b> We are currently implementing the approach agreed through the Community Engagement Strategy, this	Tim Bevington	Annual Review

<NOT PROTECTIVELY MARKED>

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(s)	By When
			and its own web-site and makes effective use of locality forums to ensure it is responsive to the needs of the community and that outcomes are compliant with citizen expectations. IRMP 5 includes project proposals to provide more detailed guidance to a revised PDG restructure on engaging with their communities. A new corporate community empowerment strategy will also be produced during 2008/09 Planning workshop scheduled for early November will be used to further emphasise updated outline of IRMP6 proposals.				involves using Unitary Performance Group meetings as IRMP7 consultation events and this will be a mixture of evening and afternoon sessions in response to customer feedback. <b>June 10</b> Completed the IRMP consultation using the new approach and a comprehensive report was published on the website and reported to Members. We will continue to refine the approach going forward as a result on ongoing feedback to increase public engagement. Draft Public Affairs strategy has been developed. <b>November 10</b> The Public Affairs Strategy has now been formerly approved by the Fire Authority, this will ensure a more planned and strategic approach to consulting on the Authorities vision for the future.		
1.1.1		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	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.	5	<b>June 08</b> Develop ways of using elected members to engage with the priorities of local communities within LAA framework <b>Nov 08</b> CWIEP member training programme in place – bringing together members from Cheshire east, Cheshire west & Chester Warrington and Fire & Rescue. Programme will develop member awareness of LAA's, and emphasise and facilitate political leadership of priority setting <b>March 09</b> Proposals will be considered by the Fire Authority in April 2009 to further	Tim Bevington	On-going

<NOT PROTECTIVELY MARKED>

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(s)	By When
			<p>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.</p>				<p>develop local engagement between Members and the four Unitary Performance Areas aligned to unitary authorities and Local Area Agreements. <b>September 09</b> CFA 10 June: Members approved proposals for the four UPA's to hold two public consultation meetings a year. Meetings to be held in November, at the beginning of the IRMP planning process and in April/May to report back on past performance and outline agreed proposals for the future. The new arrangements offer opportunities to increase community empowerment and public scrutiny of the Services. <b>Jan 10</b> The Service is in the process of completing the first round of public consultation meetings which have been programmed to link to the IRMP. Feedback from the meetings will be evaluated to review the effectiveness of these meetings in engaging citizens and any subsequent implications for the authority's governance arrangements will be reviewed, if required. <b>June 10</b> Continuing review of consultation and engagement is taking place as part of developing the Service's new 3 year vision. <b>November 10</b> CF&amp;RS are undertaking a review of services on our own and partner consultation arrangements. <b>June 11</b> A 'road show' approach was adopted during the IRMP 8 consultation. This</p>		

<NOT PROTECTIVELY MARKED>

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(s)	By When
							<p>involved proactive targeting at venues such as supermarkets and shopping centres. A large increase in the number of people engaged with resulted.</p> <p>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.</p> <p><b>March 2012</b></p> <p><b>The public, staff and stakeholder consultation for IRMP9 was the most extensive and comprehensive undertaken to date. Over 1000 public responses allowed the Authority to apply statistical integrity to the outcome and there were an unprecedented number of responses from partners.</b></p> <p><b>This, along with plans to undertake further engagement with the community in 2012 will continue to help review the Authority's proposals and vision.</b></p> <p><b>The full consultation report for Members includes a 'lessons learned' section to support future improvement and development in addition to being subjected to the scrutiny of external audit.</b></p>		

<NOT PROTECTIVELY MARKED>

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(s)	By When
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	<b>June 11</b> 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 Disability Information Bureau. This proved successful and will be built on in the future.	Evan Morris	NFA Annual Review
1.1.3		Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance.	The Service produces an annual IRMP that reflects on past success and outlines future proposals as part of a process of continuous improvement. Additionally the Service has since 2005 produced and published an annual Best Value Performance Plan outlining performance against Best Value Performance Indicators	Annual Statement of Accounts Minutes of CFA budget meetings Corporate Plan MTFP BVPP Embedded system of internal control reported annually to members		5	<b>November 10</b> The Listening to Our Customers project has now been implemented <b>June 11</b> As 1.2 above.	Darren Griffiths Tim Bevington	Annual Review

<NOT PROTECTIVELY MARKED>

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(s)	By When
			<p>(BVPI) and local targets. The BVPP also details the Fire Authority's Medium Term Financial Plan and satisfies the legal requirement to certify that any individual contracts awarded during the past year which involved a transfer of staff complied with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts. All statutory publications in 2006 and 2007 met agreed deadlines.</p>						
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 regularly is available.	<p>Production of an annual Best Value Performance Plan against an agreed suite of performance indicators. Monthly performance reporting to Performance &amp; Projects Management Group and Area Manager challenge by UPA area.</p> <p>UPA meetings are continuing, work started on 'Listening to our customer's project'.</p>	User satisfaction survey 2006-07 Response panel surveys Customer satisfaction surveys (generic or thematic)	Areas of improvement have been identified in the way that the service captures and communicates stakeholder feedback and progresses matters for action arising	5	<p><b>June 08</b> Feedback channels for all service areas to be established – HSA, after the fire, fire safety audits, customer comments, complaints. A project 'listening to our customers' is scheduled to be completed in 2008/09.</p> <p><b>March 09</b> Work in progress on project Listening to our Customers' due to be launched in April 09</p> <p><b>September 09</b> Ongoing work being undertaken on the project 'listening to our customers'. Draft leaflets have been produced for discussion.</p> <p><b>Jan 10</b> Rollout of 'Listening to our Customers' project has commenced. Phase 1 – H S A programme which will also cover fire safety audits and incidents.</p> <p><b>June 10</b></p>	Tim Bevington	On-going

<NOT PROTECTIVELY MARKED>

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(s)	By When
							<p>Implemented the two phases of Listening to Our Customers Project, initial feedback report scheduled for presentation to Programme Board end Oct.</p> <p><b>June 10</b> 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</p> <p><b>November 10</b> The Listening to Our Customers project has now been implemented. Ongoing action will be to formerly monitor the revised comment compliment and complaints process</p> <p><b>June 11</b> 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 Disability Information Bureau. This proved successful and will be built on in the future.</p> <p><b>March 2012</b> <b>The new approach to consultation combined with a more systemised approach to communicating through and with partners and the</b></p>		

<NOT PROTECTIVELY MARKED>

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(s)	By When
							<p><b>community allows us to robustly test the Authority's options and proposals for reducing risk. Further work to map stakeholder groups in detail, including those representing a wider and possibly marginalised range of community voices will enable the Authority to enhance future consultation and improve the quality of feedback. Reviewing the work of the Response Panel in 2012, including possible collaboration with partners, will improve such mechanisms further.</b></p>		
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,	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	<p><b>June 08</b> During the lifetime of IRMP5 the Service proposes to extend its operational A9 incident debrief process to include non-operational incidents. This will enhance the services ability to scrutinise its non-operational activity, identify areas of weakness and respond accordingly to improve service delivery arrangements. The process for monitoring A9s has been amended with a requirement for OiCs to state whether or not an A9 is required before leaving an incident</p> <p><b>Nov 08</b> Development of means of capturing the views of the public on resource allocations as part of budget setting</p> <p><b>March 09</b> Work in progress on A9 and debrief progress currently being review in ER. Budget setting was specifically included in the public meetings during IRMP6 consultation across Cheshire Halton &amp; Warrington</p>	Tim Bevington	On-going

<NOT PROTECTIVELY MARKED>

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(s)	By When
			<p>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.</p> <p>The service also has a Complaints Procedure whereby failure in service delivery can be reported by the end user and managed effectively.</p>				<p><b>Sept 09</b> A9 system now regularly reviewed and all incidents are debriefed. Larger incidents and incidents of note are debriefed formally and all the outcomes are taken to the H&amp;S Cttee and the Organisational development Group to sign off the action plans which fall out of the debrief reports.</p> <p><b>Sept 09</b> Budget setting is now a standard feature in the IRMP consultation process, with specific opportunities in each Unitary Area for the public to challenge our IRMP</p> <p>Ongoing work being undertaken on the project 'listening to our customers'. Draft leaflets have been produced for discussion.</p> <p><b>Jan 10</b> Rollout of 'Listening to our Customers' project has commenced. Phase 1 – H S A programme which will also cover fire safety audits and incidents. Member challenge on budget finances is undertaken through Member Champion and a series of reports and Away Days with Members.</p> <p><b>June 10</b> Implemented the two phases of Listening to Our Customers Project, initial feedback report scheduled for presentation to Programme Board end of July.</p> <p><b>June 10</b> To work with Corporate Communications in developing further our IRMP and budget consultation so</p>		

<NOT PROTECTIVELY MARKED>

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(s)	By When
							<p>that more imaginative ways are used to ascertain the views of hard to reach groups on our policy and financial proposals.</p> <p><b>November 10</b> The Listening to Our Customers project has now been implemented</p> <p><b>June 11</b> As 1.2 above.</p> <p><b>March 2012</b> <b>With more robust consultation and engagement channels in place, there are more opportunities to address and explain failures in service delivery, but also to reduce the risk of failure occurring in the first place by identifying potential hazards in advance.</b></p> <p><b>A robust approach to debriefing incidents has also been put into place, which will ensure that all identified issues are addressed. The Service Planning System systematically tracks and records actions identified and taken as part of an audit trail.</b></p>		
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	Refer to statement in 06 VFM KLOE MTFP – do we publish an annual statement benchmarking standard services and cost with other FRS? Do we link this to wider stakeholder satisfaction surveys?	Corporate Risk Management Framework in place and promoting effective use of resources to managing risk in significant service activities	Proposal to expand CRMF to PDG areas and embed risk management and use of resources in PDG planning, & performance contributing to community outcomes	4	<p><b>Nov 08</b> Develop means of benchmarking financial &amp; service performance with other FRS's</p> <p><b>March 09</b> Institute of Public Finance benchmarking exercise with North West Region. Initial findings are in May 09. Value For Money (VFM) strategy required to be produced in Q3 2009-10</p> <p><b>June 10</b> Training has been provided to all Unitary Areas, but there is a need to provide ongoing education in Risk</p>	Paul Vaughan	On-going

<NOT PROTECTIVELY MARKED>

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(s)	By When
		performance effectively. Measure the environmental impact of policies, plans and decisions					<p>Management techniques.</p> <p><b>November 10</b> 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.</p> <p><b>June 11</b> 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.</p> <p>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.</p> <p><b>March 2012</b> <b>The programme of Vfm reviews is well underway with Corporate Admin, Community Safety, Community Fire Protection, CIU &amp; Catering effectively complete. Discussions have begun with External Audit to inform the development of their annual VFM opinion. All policies, plans &amp; decisions included Environmental Impact Assessments.</b></p>		

<NOT PROTECTIVELY MARKED>