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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 (s)	By When
3.1	Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.	Members new Code of Conduct has been adopted by CFA (June 07) Training session held in September 07.	Members Code of Conduct Fire Service Core Values and PQAs adopted as a service standard and incorporated in to appraisal process for senior uniform staff.	Further Development: Review Officer Code of conduct. Awaiting draft code from CLG.	5	<p>June 08 Await Officer Code. Update progress of revised code for members into Policy & procedure manual roll-out standards training</p> <p>March 09 A programme of dedicated Conduct and Investigations training will be rolled out to the new Authority after 1 April 2009. Officer familiarity with the requirements of the Member Code and the possible introduction of similar requirements for officers will be picked up in management training in 2009</p> <p>Nov 08. Await Office Code. Reply to Government consultation on officer code of conduct and implement interim code in meantime, until outcome is known and review position at that point.</p> <p>Sept 09 Standards Committee training on complaint assessments takes place following the meeting on 30 September ongoing during 09. The database needs a further field adding which will be partnership owners and also needs to state what type of agreements required for the partnership. This work is ongoing through 09-10 The implementation date for CLG's updated code of conduct for Officers has been delayed.</p>	Joanne Smith	Annual Review

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							<p>HR will be reviewing and updating current code pending receipt of CLG's national guidance Jan 10</p> <p>HR has developed a draft Officer Code of Conduct which is soon to be submitted to Standards Committee for approval. Process is complete. June 10</p> <p>Staff code of conduct approved by Standards Committee in March 2010. Staff communication included in the Green Declaration of interests to be an annual exercise.</p>		
3.1.1		Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols.	<p>As above for conduct and behaviour</p> <p>September 07 – delivered member training sessions as part of the induction process</p>	<p>As above with a wide variety of specific requirements communicated via SIS in relation to: Equality and Diversity Disability Staff conduct and Management Dignity at work Discipline etc. Members Policy & Procedure Manual. Gifts & Hospitality Policy</p>	Further Development: Member/ Officer Protocol review	5	<p>June 08 Develop a programme of member training on standards and ethical behaviour. Target staff & rollout awareness at Corporate training events and forum meetings Nov 08</p> <p>Ensure full member involvement in developing CWIEP programme of training on standards and ethical behaviour March 09</p> <p>A programme of dedicated Conduct and Investigations training will be rolled out to the new Authority after 1 April 09 Formal review of structure and Policy & Procedure Manual underway - for sign off by new Members after 1 April 2009. Forthcoming CWIEP programme of training on standards and ethical behaviour in 2009-10 bid Sept 09 Revised constitution submitted to CFA in Sept 09. Member/Officer protocol submitted to</p>	Joanne Smith	Annual Review

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							Standards Committee Sept 09 and will be subsequently incorporated into the revised constitution. Jan 10 Member/Officer Protocol implemented, June 10 Further Development: Member/Officer Protocol review		
3.1.2		Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.	Covered in Codes of Conduct & Policies	Members Code of Conduct Anti Fraud and Corruption Framework Financial Regulations Members Policy & Procedure Manual		5	Sept 09 No further information on Govts consultation exercise on Members Code of Conduct. Amendments to revised constitution to ensure approved code of conduct in place. Nov 08 Implement update to the Code of Conduct and re-issue following outcome of Government Consultation and amendments to the existing code March 09 Still awaiting outcome of Government consultation exercise. Sept 09 No further information on Govts consultation exercise on Members Code of Conduct. Amendments to revised constitution to ensure approved code of conduct in place. Jan 10 Member/Officer Protocol implemented. Still awaiting information on a revision to the Code	Joanne Smith	Annual review
3.2	Ensuring that organisational values are put into practice and are effective.	Develop and maintain shared values including leadership	CFRS has accepted the core values of the fire & rescue service. These values are now integrated with the	Fire Service Core Values and PQAs adopted as standard, published in IRMP4 and accessible via		5	Sept 09 Assessed by HR with no further additional action required at this time. Jan 10 Reviewed by HR no change at this time.	Jan Burns	Annual Review

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		values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners.	promotions and appointments process and the staff appraisal scheme for all employees of the service. CFRS also recognises the relationship between adherence to the values and the personal qualities & attributes (PQA's) of the individual. PQA evidence is therefore required upon appointment & promotion with adherence to core values applicable to both Grey & Green Book staff.	the intranet. Appraisals process. Appointments and promotions process.			<u>June 10</u> Review of staff appraisal process and incorporate values		
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	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.	Equality Impact Assessments against all policy and PDG activity Disability Impact. Assessment as above Appraisals process for all staff incorporating core values and PQAs		3	<u>June 08</u> Once the first draft of this action plan has been completed it will be reviewed by the Authorities Internal Auditor and presented to Standards Committee on a regular basis commencing January 2008. Whilst insertion of evidence, scores and required action has commenced there are areas of the action plan that require population and in particular the identification of actions to address areas of weakness. This is to be actioned by the appropriate owner manager <u>Nov 08</u> Action plan to be developed to deliver Level 4	Andrew Leadbetter	On-going

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		in practice.					<p>and 5. March 09 Action plan developed and self assessment planned for June 09 with Peer review July 09. Report to CFA in September 09</p> <p>Sept 09 Self assessment completed and went to P&O Committee in July 09. Developing action plan which is scheduled to be presented to P&O Committee in January 2010.</p> <p>Jan 10 New combine impact assessment process and form is about to be launched. A report is scheduled to go to the Fire Authority in April this will include progress update on action plan and the new process.</p> <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. 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</p>		

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							will take place following the peer assessment March 12 While the Localism Act 2011 will abolish the current standards regime, the Authority must comply with the requirements governing Standards in the Act e.g. introduction of a code of conduct. The Fire Authority will consider proposals to ensure the continued and effective governance of Members' conduct at its meeting in June 2012.		
			The Authorities approach to compliance with all of its legal requirements and with ethical standards is reflected in the strong emphasis given to compliance with the 2001 Code of Corporate Governance, and the revised 2007 code. Via the 2006 Tip Of The Iceberg and the 2007 Insight programme managers at all levels have received input on the significance of good governance as being essential to effective, efficient and ethical standards of conduct and performance. The Standards	2001 CG Action Plan 2007 CG Action plan Minutes of Standards Committee meetings and copies of Governance Papers presented.	Due to delays in the publication of the 2007 code there were slipped actions in relation to conducting a gap analysis and reporting required actions against the 2007 code back to Standards Committee. With the publication of the revised 2007 code the gap analysis has commenced in the form of this	5	Once the first draft of this action plan has been completed it will be reviewed by the Authorities Internal Auditor and presented to Standards Committee on a regular basis commencing January 2008. Whilst insertion of evidence, scores and required action has commenced there are areas of the action plan that require population and in particular the identification of actions to address areas of weakness. This is to be actioned by the appropriate owner manager June 10 The Equality strategy and action plan for achievement of new excellence standard has been approved by the Fire Authority	Darren Griffiths	Compliant: Annual Review

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			Committee of CFA has agreed that CFRS adopt the revised 2007 code as the basis for judging its level of compliance with good governance requirements. Monitoring will be achieved via regular reporting of the CFRS code to the Standards Committee of CFA.		action plan. There is however areas of the plan that require further population due to sparse data.				
3.2.2		Develop and maintain an effective standards committee.	Agendas and minutes Committee has considered how to re-organise itself to respond to the new arrangements to deal with complaints locally	Standard Committee ToR. Policy & Procedure Manual	Further Development: Engage services of Monitoring Officer from Staffordshire Fire & Rescue Service to provide an impartial third party opinion for appeals	5	<p>June 08 Future plans: Update orders in Policy & Procedure Manual</p> <p>Nov 08 Ongoing updates required. Full update to accommodate LGR and Other changes for Feb 09</p> <p>March 09 Policy & Procedure Manual underway - for sign off by new Members after 1 April 2009. A programme of dedicated Conduct and Investigations training will be rolled out to the new Authority after 1 April 2009</p> <p>Sept 09 Revised constitution submitted to CFA 16 Sept which included updates to Standards Cttee to include local assessment of complaints and training on complaints assessments to be held for Standards Cttee Members on 30 September.</p> <p>Jan 10</p>	Joanne Smith	May 10

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							Standards Committee training completed and a forward work plan for the Committee has been approved. The work plan will assist in ensuring that the role of the Committee is effective and includes initiatives to promote and raise awareness of good ethical standards across the Service.		
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	Compliant	5	<p>Sept 09 The partnership database is now complete and ongoing process of embedding continues. A draft partnership policy is scheduled to be developed by 1st October 09.</p> <p>Nov 08 Review of toolkit and its application to our partnerships is underway</p> <p>March 09 Review of Partnership toolkit ongoing throughout 09-10</p> <p>Jan 10 Policy will go to Leadership Board in February for approval.</p> <p>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.</p> <p>November 10 The partnership training has been delivered and the review of the partnership spreadsheet is ongoing to identify partnerships that require new agreements.</p>	Evan Morris	On-going

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				with shared values.			<p>June 11 An on-going partnership spreadsheet review takes place with agreements updated, reviewed or exited as a result.</p>		
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.	<p>The organisation has develop and implemented a partnership toolkit and partnership strategy</p> <p>Special away days with Members are held at key stages in the Service's planning timetable. One scheduled for October 29, 2008 will include shadow members of the new Authority to encourage 'buy-in' and ownership from the outset.</p>	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	<p>June 08 Implementation of a monitoring / audit process to ensure compliance. New Partnership projects set-up to evaluate the organisation approach to partnership working and will include a review of the values within the partnership toolkit.</p> <p>Nov 08 Review of all our future partnerships will take place by Jan 09. We are looking to appoint a innovations & Partnership officer whose role is to monitor and audit all partnerships and for validity and value, including Risk Management outcomes</p> <p>March 09 Review of partnership toolkit ongoing throughout 2009</p> <p>Sept 09 The partnership database is now complete and ongoing process of embedding continues. A draft partnership policy is scheduled to be developed by 1st October 09.</p> <p>Jan 10 Policy will go to Leadership Board in February for approval.</p> <p>June 10 The Partnership template agreement documents have been amended to ensure all partnerships meet the organisations values.</p>	Evan Morris	On-going

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							<p>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.</p> <p>June 11 The policy is now used service wide and partnership agreements for 2010/11 have the latest partnership agreement template.</p> <p>March 2012 The Partnership Policy will be reviewed in April 2012 due to changes to the reporting structures and the inclusion of joint staffing procedures. The 2011 annual report will be released in April 2012. HR, CIU, Legal and Finance will be involved in the new policy design.</p>		