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Cheshire Fire & Rescue Service Corporate Governance Action Plan - 2007	Core Principle Two – Members and officers working together to achieve a common purpose with clearly defined functions and roles.

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
2.1	Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.	Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice.	Cheshire Fire Authority has embedded structures and processes in place for clearly defining and enacting the role of all members of the Authority Committee and distinguishing between the role of Members and Managers (both individually and collectively). The Fire Authority discharges its responsibilities via three distinct sub-committees being Policy, Performance & Overview and Standards. The day to day processes underpinning the effectiveness of these working arrangements are maintained by the Service's Democratic Services Team who has responsibility for facilitating all Member and Manager meetings ensuring availability of all relevant information and compliance with the constitutional requirements of the process.	Fire Authority Constitution Clear structure and ToR in place for CFA and wider member forums – Standards, P&O, Policy Appointment of non executive members (non elected members of the community) to Independent Review Panel. Management Forums Terms of Reference from executive committee Scheme of Delegation Development of formerly agreed roles and responsibilities for individual Members, role maps for uniformed Officers and JDs for non-uniformed managers		5	**June 08** Do SMT wish to pursue drafting of JD's for members? Nov 08 Review of member roles including possible job descriptions to be undertaken prior to April 2009 **March 09** Job descriptions for Members will be developed as part of the move towards attaining the NW Employers Charter for Elected Member Development. Proposals to develop CVs for Members and to better align training to the roles and responsibilities of all Members, as set out in a revised Policy and Procedure Manual will be considered after the launch of the new Authority in April 2009. **September 09** Member Training & Development Group to meet in October to commence work towards NW Charters and JDs for Elected Members will be considered as part of the accreditation process. **Jan 10** Member Training and Development Group have established a work plan and will be working towards the development of a Member Development Strategy for the Authority and the introduction of personal development plans which will assist Members in defining their	Andrew Leadbetter	Annual Review

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							roles/responsibilities. The requirement for specific job descriptions for Members will be considered by the group as the work plan progresses. **June 10** Clearly defined roles/responsibilities for Members are identified in the consultation. **November 10** No further action required		
2.1.1		Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers.	See above	See above		5	**June 08** See above Nov 08 Review of member roles including possible job descriptions to be undertaken prior to April 2009 **March 09** Project group established to redraft Policy and Procedure manual for new Authority – key decisions on structure and terms of reference will be taken by Senior Management team and the Authority on 1 April. **September 09** Member Training & Development Group to meet in October to commence work towards NW Charter and JDs for Elected Members will be considered as part of the accreditation process. Policy & procedure manual for new Authority – key decisions on structure and terms of reference will be taken by Senior Management Team and the Authority on 1st April 2009. **Sept 09** Revised Constitution (previously Policy & Procedure Manual) submitted to CFA on 16 September	Joanne Smith/Andrew Leadbetter	Annual Review

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							which provides details of the roles and responsibilities for Members in the new Authority. **Jan 10** See 2.1 above **June 10** See 2.1 above **November 10** See 2.1 above		
2.2	Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard.	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	Fire Authority Constitution Regular planning days involving both members and the senior management team are held to discuss key policy issues e.g. budget setting and IRMP development.	Scheme of Delegated Officer Powers	Review of Scheme of Delegated Powers required	3	Nov 08 Process for CFO & Deputy review agreed April 08 and new committee WIT ToR established Formal review of Policy & Procedure Manual **June 2010** Revised Constitution adopted in December 2009 and revised Scheme of Delegation has been deferred. **November 10** The Monitoring Officer and the Section 151 Officer have set aside time in January 2011 to work on this with a view to submitting a revised scheme to Leadership Board in Feb 2011 and then on to Members. **June 11** The revision to the Scheme of Delegation is now part of the overall review of Financial Regulations which has been delayed pending resolution to the debate around income and charging. However, the Monitoring Officer and s151 Officer have now set a deadline of Sept 2011 for completion of this work. **March 2012** **This review is on-going. There have been a number of changes to the Management Structure which will be implemented in April 2012**	Andrew Leadbetter/ Paul Vaughan	**Sept 12**

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							and these changes need to be incorporated into the revised scheme of delegation.		
2.2.1		Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management.	Fire Authority Constitution Combination Order	Review of Scheme of Delegated Powers required		3	**June 2010** As 2.2 above **November 10** As 2.2 above **June 11** As 2.2 above **March 12** As 2.2 above	Andrew Leadbetter/ Paul Vaughan	**Sept 12**
2.2.2		Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	Look at National JD's CFO Appraisal Group has annual dialogue regarding roles & performance in roles. CFO meets periodically with appraisal subgroup in year to continue this dialogue. We have delayed writing member officer protocol pending the sight of the long overdue officer code of conduct. However, as hoc advice e.g. at election time and general advice via TOTI/Insight have been given.	Scheme of Delegation Role Map Job description Constitution	Develop member/ officer protocol. Still awaiting national protocol from Government	5	**June 08** Process for CFO & Deputy review agreed April 08. Formal review of Policy & Procedure Manual **March 09** Formal review of structure and Policy & Procedure Manual underway - for sign off by new Members after 1 April 2009 **Sept 09** Member/Officer Protocol submitted to Standards Committee Sept 09 and will be subsequently incorporated into the revised Constitution. **Jan 10** Member/Officer protocol implemented.	Joanne Smith	Annual Review
2.2.3		Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of	Head of Finance & Governance nominated as the 151 officer.	Terms of Reference for S151 officer and JD for Head of F&G		5	**Nov 08** This action complete: Terms of Reference incorporated into Financial Regulations and JD completed	CFO	Annual Review

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		internal financial control.							
2.2.4		Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied	The Head of Legal and Democratic Services is the designated Monitoring Officer	Head of Legal and Democratic Services JD	Vacant post of Head of Legal and Democratic Services designated as Monitoring Officer. Cover arrangement agreed with Staffordshire	5		Monitoring Officer	Annual Review
2.3	Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other.	Develop protocols to ensure effective communication between members and officers in their respective roles.	CFRS have a legal duty to be involved in LAA Partnerships. See 2.2 above re member/officer protocol Partnership Toolkit	Members Code of Conduct Terms of Reference Policy Committee, P&O, Standard Committee Partnership Strategy Communications Strategy EFSM Role Maps Constitution Individual member ToR Member Devt. Programme Use of Awaydays with members as means of dialogue to promote underskilling outside of formal meeting e.g. budget development	No protocol for members/ officers	5	**June 08** Consider developing member/officer protocol **Nov 08** Consider developing member/officer protocol on back of consultation on officer code of conduct **March 09** Proposals to implement a new Member/Officer protocol for Cheshire are complete and ready to present to new Authority after 1 April 2009 **Sept 09** As 2.2.2 above **Jan 10** Member/Officer protocol implemented.	Joanne Smith	Annual review
2.3.1		Set out the terms and conditions for	Members allowances panel and process for	NJC Gold Book PO role Maps, JDs		5	**June 08** Consider implications of new local	Joanne Smith	Annual Review

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		remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable).	reviewing remuneration	and appraisals Constitution Minutes of members allowances panel/ Members Allowances Schemes			Government Act & NJC guidance		
2.3.2		Ensure that effective mechanisms exist to monitor service delivery.	Monthly PMG monitors BVPIs, IRMP headline targets and LPIs. Pan-Cheshire and by Unitary Area PMG identifies good practice for purposes of information sharing and areas of under performance to identify weaknesses and develop corrective measures. From time to time user surveys are conducted to ascertain levels of satisfaction. New project to obtain consistent customer feedback will support future service development.	PMG P&O role as scrutiny committee see ToR of P&O	Need to ensure that we are able to align our performance reporting to local (down to ward level)	5	**Nov 08** Project identified in IRMP5. The project is designed to obtain satisfaction feedback from users of the services in 3 key areas - ER Incidents - CFP Premises visits - H S A Delivery We are currently looking at options for software packages before commencement of rollout. **March 09** Work in Progress on project Listening to our Customers due to be launched in April 09. E&D achievement of Level 4 planned in 09-10 **Sept 09** Work in progress on project 'Listening to our customers' due to be launched in April 09. E&D achievement of level 4 planned in 09-10. **Jan 10** Rollout of 'Listening to our Customers' project has commenced. Phase 1 – H S A programme which will also cover fire safety audits and incidents. E&D achievement of level 4 in July 2009. Outcomes for achieving the 'journey towards excellence' is	Tim Bevington	Annual review

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							incorporated in the 10-11 Service Plans. **June 10** Appropriate circulation of Listening to Our Customers monitoring reports are scheduled. **November 10** Listening to Our Customers project has now been implemented.		
						5	Performance reporting takes place at a variety of levels (down to ward level if necessary) to suit local performance and partnership management needs.	Darren Griffiths	
2.3.3		Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.	The results of all public consultations are made available to all relevant stakeholders and published on the services website and intranet. New 'Listening to our customers' project will assist greatly in this area. IRMP consultation events	Annual planning cycle incorporating review of visions, priorities, analysis and intelligence gathering and stakeholder consultation		5	**Nov 08** Project identified in IRMP5. The project is designed to obtain satisfaction feedback from users of the services in 3 key areas. - ER Incidents - CFP Premises visits - H S A Delivery We are currently looking at options for software packages before commencement of rollout. **March 09** The Service has bought a specific consultation and analysis software package SPSS, we are currently undertaking training on this package ready for use at next consultation **Sept 09** Implemented the SPSS consultation software and this has been piloted with the Green Travel Plan. **Jan 10** Re-emphasised our approach in line with feedback through the Community Empowerment Strategy,	Darren Griffiths Tim Bevington	Annual Review

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2.3.4		When working in partnership, ensure those members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority.	Constitution Member Development Programme	Member Roles/Responsibilities Partnership Toolkit Review of member indemnities resulted in new policy. Constitution Revised Combination Order Register of Outside Organisation Appointments	Register of Outside Organisation Apptments	4	**June 08** Consideration by SMT re developing JD's for members. Await settlement of LGR structures & review roles of members in light of requirement of new LG Act – New combination Order **Nov 08** Consideration of re development JD's for members. Await settlement of LGR structures & review roles of members in light of requirement of new LG Act – New combination Order **March 09** Key decisions on structure and terms of reference will be taken by Senior Management team and the Authority on 1 April. New Combination Order no longer required, but enhanced proposals Member roles / JDs will be put to Members after 1 April 2009 – this will include aligning more closely with new local structures – developing the role of non-Policy Committee Members. This will aim to involve Members more in identifying local priorities and feeding up to the strategic level. **Sept 09** CFA approved the revised Member Structure in April that included the appointment of Member Champions and proposals to align more closely with the new Unitary structures. The revised Constitution sets out these roles and responsibilities and will be submitted to CFA in September. The Member Training Group will be meeting in October to commence	Andrew Leadbetter	**On-going**

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							work on N Charter **Jan 10** Member Training and Development Group have established a work plan and will be working towards the development of a Member Development Strategy for the Authority and the introduction of Personal Development plans which will assist Members in defining their roles/responsibilities. Any specific responsibilities that fall to Members in respect of working in partnerships will be considered by the group as the work plan progresses. **June 10** Any specific responsibilities that fall to Members in respect of working in partnerships will be considered and included in the Member Development Programme if required. **November 10** Partnership working to be included in Member Training Programme and more information to be obtained on Members roles on outside organisations for 2011-12 **June 11** The register of outside organisations has now been developed. Awareness of the Service's expanding role in partnership working will also be considered in the Member Development. Programme for 2011/12 **March 12** **The register is reviewed annually prior to appointments being made at the CFA AGM in June to ensure that the roles and responsibilities are updated. The Member/Officer**		

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							buddy system is also used to assist Members in clarifying their roles in partnership working.		
2.3.5		When working in partnership: - ensure that there is clarity about the legal status of the partnership - ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	Toolkit and strategy in place all partnership agreements have to be signed off by the 151 monitoring officer and the legal team	Partnership Strategy/Toolkit Individual partnership agreements endorsed by all member organisations Solicitor review of agreements	Monitor/demonstrate compliance with the strategy and toolkit	4	**June 08** Implementation of a monitoring/audit process to ensure compliance. New Partnership project set-up to evaluate the organisations approach to partnership working. **Nov 08** Review of all our future partnerships to be undertaken by Jan 09. Appointment of innovations and partnership officer who role will be to monitor and audit all partnerships for validity and value, this will include assessment of Risk Management outcomes **March 09** Partnership database is being developed including a check that the partnership toolkit is applied with member scrutiny complete where appropriate **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. A full review of the partnership toolkit is ongoing during 09. The database needs a further field adding which will be partnership owners and also needs to state what type of agreement required for the partnership. This work is ongoing throughout 09-10 **Jan 10** Database updated. Review	Evan Morris	On-going

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							completed. New policy to go to Leadership Board in February. **June 10** The Partnership policy was approved by members in March, and training sessions for Officers that deal with partners will be delivered in June/July. The partnership agreement/policy requests details in relation to the legal status of the policy and all new agreements will be approved by the Senior Management Team on a quarterly basis. **November 10** The first quarterly partnerships update was presented to the Senior Management Team in September (postponed due to full agenda to early October. This will continue on a quarterly basis, with an annual report in June. All agreements are reviewed by the legal team and signed off by the Monitoring Officer **June 11** The second and third quarterly updates have been presented To the service management team and the annual report was presented in April 2011. The partnership register is monitored and updated each quarter at a minimum. **March 2012** **The quarterly partnerships reports have been removed, the annual report will remain. 2011 annual report to be released April 2012. Policy review to commence in April 2012.**		