

Principle	1. Focus on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area			
Supporting Principle	1.A Exercising strategic leadership by developing and clearly communicating the authority’s purpose and vision and its intended outcomes for citizens and service users			
Requirement	1.A.3 To ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Partnership Working Standing Order 22/2 including an SLA template and Toolkit. Memorandum of Understanding. All LAA Partnership Agreements signed off by the Government Office. Regional Management Board. LACC (Local Authority Controlled Company).		4	1. Work being carried out via the Operational Commanders with Group Manager – Community Safety to make sure that there is a more effective framework structure for partnership arrangements. 2. Group Manager – Community Safety to keep a central register of agreements with partners.	Group Manager – Community Safety Sept 2009

Principle	1. Focus on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area			
Supporting Principle	1.B Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.			
Requirement	1.B.1 To 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Performance Indicators – National and Local Quarterly reports on performance to the Executive Committee detailing: a) results against targets b) results against objective milestones Quarterly meetings to review performance with Lead Members for performance. Customer Compliments, Comments and Complaints procedure in place. Budget monitoring statements issued every month for budget holders to be able to monitor their budgets. A Corporate Risk Register is submitted both to Corporate Board and the Authority on a regular basis to identify major risks to the organisation.		4	To consider a wider customer satisfaction survey and extension of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010

'After the Fire' surveys. Home Fire Safety Checks are surveyed to measure customer satisfaction.



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Key line of enquiry

2.1 Does the Organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money





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2.2 Key line of enquiry

Does the Organisation produce relevant and reliable data and information to support decision making and manage performance

Principle	1. Focus on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area			
Supporting Principle	1.C Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money			
Requirement	1.C.1 To 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 performance effectively			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
<p>The Authority is developing a new performance management framework. Value for money statements and goals are included in the Corporate Governance Section of the Corporate Strategy Working Document.</p> <p>A partnerships database exists that includes the evaluation of partnership working.</p> <p>Performance and value for money and finance reports will, in future, go to the same Committee and will be reported prior to that at meetings with the Lead Members for Performance.</p> <p>Performance is reported on a quarterly basis to the Authority and aligned with Finance reports.</p>		4	Consider a new performance management framework.	A/DCFO Sept 2009
There is a robust inspection regime by External/Internal Audit and other bodies.				

<p>Corporate Board (CB) have indicated a specific reassessment of a range of VFM initiatives.</p>		<p>A VFM Strategy is being developed in conjunction with the FRA Members. The strategy will be used to shape a VFM programme or similar that will enable continued progress in the delivery of efficiencies. Actions are required to translate the CB VFM strategy into SMART objectives.</p>	<p>A/DCFO March 2010</p>
<p> I:\Shared\AB\FINAL KLOE 1.1 v2.doc</p> <p>Key line of enquiry</p> <p>1.1 Does the Organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?</p> <p> I:\Shared\AB\FINAL KLOE 1.2 v2.doc</p> <p>Key line of enquiry</p> <p>1.2 Does the Organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities</p>			
<p>The Authority has set out a clear vision for the West Midlands Fire Service: “Making West Midlands safer”. Planning and budget cycles are aligned to ensure best use of resources. The Authority is the lowest precepting Authority of all fire and rescue authorities when comparing council tax at Band D. The Authority has exceeded its efficiency savings targets set by the CLG.</p>			

Principle	1. Focus on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
Supporting Principle	1.C Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money
Requirement	1.C.2 To measure the environmental impact of policies, plans and decisions.

Source of Compliance	Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
The Authority has an environmental strategy which is available on the website at www.wmfs.net . The Health and Safety Section were re-named quite recently to Safety, Health and Environment to incorporate the environmental reference into their role. All reports submitted to Corporate Board have a paragraph called "Environmental Implications" which needs to be completed by the author of the report to identify any environmental implications arising from the report.	4	To continue to develop a series of measures to identify environmental impacts, e.g. carbon footprints, where possible.	Senior Safety, Health and Env. Advisor March 2010
Members receive sustainability briefings through the Policy Planning Forum. We have recruited 20 Environmental Champions across the Brigade to support delivery of our strategy and will continue to recruit to our champion network to spread the message and take positive action to ensure that the organisation adapts to and mitigates the effect of climate change.			

We have an Environmental Strategy meeting structure supported by a number of sub groups.

We are undertaking research as part of the IRMP to assess the impact of climate change to ensure that we undertake resource planning for a changing incident demand profile. For example we are looking at how we get water to incidents and how we minimise the damage to the environment with run offs.

We have introduced TRVs – smaller appliances with a lesser carbon footprint.

We will be introducing improved fire ground refreshment facilities to enable staff to stay longer on the fire ground rather than automatically bringing in reliefs.

We are examining ways of reducing environmental impacts at incidents.

We have undertaken some work to measure the CO2 emissions from fires using a model developed by Greater Manchester.

The carbon trust has undertaken an assessment and has estimated that we could reduce our energy consumption by 20% in some areas.

We have introduced a car sharing scheme, a corporate travel scheme, a HQ cycle pool, community cycle teams and remote working and hot desking. We are in the process of introducing a cycle to work scheme.

New HQ has an excellent BREEAM Rating with features such as water harvesting, sprinklers and a Green\Brown roof at Safeside to attract wildlife.

We have equipped champions with energy monitors and communication packs.

We have reduced our printers in HQ from 300 -8 double sided printing is set as default.

We recycle 80% of our waste and recycle cardboard, plastic, glass, batteries, cans, metal plastic chairs, printer cartridges – we have desk top recycling bins for paper.



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Key line of enquiry

2.1 Does the Organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money

Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.B Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard			
Requirement	2.B.3 To develop protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
The Chairman of the Fire and Rescue Authority and the Chief Fire Officer have a programme of regular briefing meetings, evidenced by diary entries. The Members of the Authority have Policy Planning Forums on policy issues which are likely to affect the Authority. Terms of reference for Chairman and Vice-Chairman are approved each year at the AGM.		4	No arbitration mechanism in existence between Chief Fire Officer and Chairman.	Clerk to the Authority July 2009

Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.C Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other			
Requirement	2.C.1 To develop protocols to ensure effective communication between members and officers in their respective roles			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
The Authority's Standing Orders set out reference to Members' Code of Conduct and officers' interests.		4	Member – Officer relations document.	Admin. Manager Sept. 2009
Brigade Standing Order 1/13 sets out officers' restrictions on political activity whilst Brigade Standing Order 2/12 sets out a strategy on official conduct.			Officers to consider a similar document in place in Sandwell MBC and adapt it as necessary.	
PPF.				
Lead Member briefing.				
Audit Committee pre-meetings.				
Constant review of process e.g. email and letters to MP – inform CFO so Chairman can be briefed.				

Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.C Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other			
Requirement	2.C.4 To 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 stakeholders, and that they are clearly articulated and disseminated			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
<p>The Authority produces a three year Corporate Strategy, an Annual Service Plan and an Annual Report.</p> <p>Items for inclusion in the Annual Service Plan are subject to 12 weeks’ public consultation in line with Cabinet Office guidelines.</p> <p>Included policies are subject to Equality Impact Assessments. These sometimes result in full assessments which involve the public in a consultation exercise.</p> <p>This will be further enhanced in 2009 as the Authority fulfils its statutory duty to involve people in its policies as prescribed by the Local Government (Public Involvement in Health) Act 2007.</p>		4	To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010

Data Collection and research.			
Partnership working.			
Borough Commanders' Network.			
Website used as a communication tool with the public.			
Press Officer role to enhance communications via the media.			
Corporate documents available in different languages and formats e.g. Braille. There is a policy in the organisation to use plain English.			

Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.C Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other			
Requirement	2.C.5 When working in partnership, to ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Brigade Standing Order 22/2 sets out the Service's strategy for partnership working. There is a partnerships toolkit and a partnerships database. Comprehensive guidance notes for partnership agreements are set out in the Appendix to the Standing Order.		4	As part of the overall partnership framework structure to ensure that there is clarity on roles and responsibilities.	Group Manager – Community Safety Sept. 2009
All partnerships with a value of over £20k are reported to the Executive Committee.				
Regional Management Board (RMB) agreement on collaborative working.				
Local Authority Controlled Company (LACC).				
Membership/attendance at the National Fire Forum.				

Authority Members sit on a number of outside bodies e.g. LGA – General Assembly, LGA – Fire Forum, LGA – Urban Commission (full details in report to AGM).			
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Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.C Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other			
Requirement	2.C.6 When working in partnership, to ensure that there is clarity about the legal status of the partnership			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Brigade Standing Order 22/2, Partnership Working, sets out the key requirements in respect of partnership arrangements. It includes a number of considerations contained within a sample Service Level Agreement.		4	1. Work being carried out via Operational Commands with Group Manager – Community Safety to make sure that there is an effective framework structure for partnership arrangements. 2. Group Manager – Community Safety to keep a central register of agreements with partners.	Group Manager – Community Safety Sept. 2009
Partnerships involving property have leases, licences or SLA, to ensure legal clarity e.g. Erdington, West Bromwich, Wolverhampton Fire Stations. Documentation is dealt with by Sandwell MBC’s Corporate Property Division and their Legal Department.				
Regional Management Board has its own governance arrangement.				

LACC – legal clarity as to role – see Minute No. 7/08 – Executive Committee Meeting 28/1/08.			
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Principle	2. Members and officers working together to achieve a common purpose with clearly defined functions and roles			
Supporting Principle	2.C Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other			
Requirement	2.C.7 When working in partnership, to ensure that representatives or organisations both understand and make clear to all other partners, the extent of their authority to bind their organisation to partner decisions			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Brigade Standing Order 22/2, Partnership Working, sets out the key requirements in respect of partnership arrangements. It includes a number of considerations contained within a sample Service Level of Agreement that forms an Appendix to the Order. Requirements for reporting to the Authority and the detail of how to construct a partnership arrangement are all contained within guidance within this Standing Order.		4	1. Work being carried out via Operational Commands with Group Manager – Community Safety to make sure that there is an effective framework structure for partnership arrangements. 2. Group Manager – Community Safety to keep a central register of agreements with partners.	Group Manager – Community Safety Sept. 2009
Regional Management Board has its own governance arrangement.				
LACC – legal clarity as to role – see Minute No. 7/08 – Executive Committee Meeting 28/1/08.				

Principle	3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour			
Supporting Principle	3.A Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance			
Requirement	3.A.2 To ensure that standards of conduct and personal behaviour expected of members and officers, 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
<p>There is a Members' Code of Conduct in place, with annual training to refresh their knowledge.</p> <p>There is a whistleblowing Standing Order, No. 2/20, and staff receive a quarterly reminder of its existence.</p> <p>There is appropriate guidance as to conduct contained within the Standing Orders.</p> <p>There is a Brigade Standing Order on official conduct, 2/12.</p> <p>There are individual performance development appraisals undertaken.</p>		4	Member-Officer relations document. Officers to consider a similar document in place in Sandwell MBC and adapt it as necessary.	Admin. Manager Sept. 2009

<p>There is a customer care charter.</p> <p>Core values are applied which are a national Fire Service standard of behaviour encompassing all activities.</p> <p>Local Assessment of Complaints in relation to Members' Code of Conduct.</p>			
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Principle	3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour			
Supporting Principle	3.B Ensuring that organisational values are put into practice and are effective			
Requirement	3.B.1 To develop and maintain shared values including leadership values for both the organisation and staff, reflecting public expectations and communicate these to members, staff, the community and partners			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
<p>The Authority has adopted a Code of Conduct for Members and this is dealt with by the Standards Committee, the minutes and reports of which are available to the public via CMIS.</p> <p>The Core Values of the Authority have been adopted from national guidance.</p> <p>Statement regarding the new Ethical Framework for Members on Internet under Fire Authority as per Part III Local Government Act 2000.</p>		4	Include an article in Firepower (on a 6-monthly basis) to reinforce the Core Value to readers.	Equality and Diversity Manager (Ongoing)
The Corporate Strategy document includes the Core Values on an annual basis.				
The website also reaffirms the Authority’s approach to shared values.				

Principle	3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour			
Supporting Principle	3.B Ensuring that organisational values are put into practice and are effective			
Requirement	3.B.5 In pursuing the vision of a partnership, to 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Partnership Toolkit as set out in Brigade Standing Order 22/2, Partnership Working. The Authority's officers are actively involved in all the Local Area Agreements (LAAs).		4	1. Work being carried out via Operational Commands with Group Manager – Community Safety to make sure that there is an effective framework structure for partnership arrangements. 2. Group Manager – Community Safety to keep a central register of agreements with partners.	Group Manager – Community Safety Sept. 2009
Crime and Disorder Reduction Partnership. Regional Management Board. LACC (Local Authority Controlled Company).				
The Operational Commanders are on the governing body of each Local Strategic Partnership.				

Principle	4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk			
Supporting Principle	4.B Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs			
Requirement	4.B.1 To 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Member Induction. Member Training. Training for Standards/Audit Committees. Reports to the Authority and its Committees are all cleared by the Head of Finance and Procurement, the Director, Corporate Planning and Support, the Chief Fire Officer, Monitoring Officer and the Clerk, as required. All reports cover what is recommended, purpose, background, equality impact assessment, legal implications and financial implications.		4	1. Work being carried out via Operational Commands with Group Manager – Community Safety to make sure that there is an effective framework structure for partnership arrangements. 2. Group Manager – Community Safety to keep a central register of agreements with partners.	Group Manager – Community Safety Sept. 2009
PPF – to brief Members in detail and explain the technicalities of the proposals.				
Site visits and demonstrations of equipment. Parliamentary visits to brief MPs on technical issues and developments, e.g. Service Plan.				


Principle	4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk			
Supporting Principle	4.C Ensuring that an effective risk management system is in place			
Requirement	4.C.1 To 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Brigade Standing Order 22/7 sets out the Authority’s approach to the strategy for risk management of strategic risk.		4	A separate Order will be written to detail the Authority’s approach to departmental/operational risk.	Group Manager – Corporate Risk March 2010
Corporate Risk Management Insurance Strategy is set. Regular meetings of the Risk Management Working Group, the minutes of which go to Corporate Board. Corporate Board receive regular updates on Corporate Risks and Control measures are agreed with individual Corporate Board Members (risk owners).			Risk Management will be further embedded into the organisation by the creation of Departmental Risk Registers.	Group Manager – Corporate Risk March 2010

<p>The Authority has corporate risk management arrangements in place which are supported by an approved Risk Management Strategy; this enables managers and other senior officers to identify, assess and prioritise risks within their own work areas and to determine how these risks impact on the ability of the Authority to meet objectives.</p> <p>An assessment of risk is included in Corporate Board reports where appropriate.</p> <p>iLearn package – Fundamental Principles of Risk Management – is available to all employees.</p> <p>Corporate Membership of ALARM.</p>			
Risk Workshops for Managers (including Members) delivered.			
Major projects – PRINCE2 – Risks.			
<p>Leadership is provided to the risk management process by the Director for Corporate Planning and Support (who is the designated Corporate Risk Champion).</p> <p>The Chairman and Vice Chairman have specific responsibility for Corporate Risk Management.</p>			
Risk management is an embedded function within the business planning framework.			
<p>Financial Regulations.</p> <p>Contract Procedure Rules.</p>			

<p>Risk Register/logs/action plans.</p> <p>Risk Assessments at a number of levels:</p> <ul style="list-style-type: none"> Strategic Service Partnership and Project Operational 			
<p>The Audit Committee terms of reference include an overview of Risk Management.</p> <p>The Corporate Risk Register is submitted to the Audit Committee on an annual basis.</p> <p>There is a formal assurance framework in place which maps sources of assurance.</p>			
<p></p> <p>I:\Shared\AB\FINAL KLOE 2.4 v2.doc</p> <p>Key line of enquiry</p> <p>2.4 Does the Organisation manage its risks and maintain a sound system of internal control</p>			

Principle	4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk			
Supporting Principle	4.C Ensuring that an effective risk management system is in place			
Requirement	4.C.2 To ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Confidential Reporting Code (Whistleblowing) is in place – Brigade Standing Order 2/20. The attention of staff is regularly drawn to the strategy by using the Brigade’s Intranet.		4	Include Whistleblowing in the contract terms and conditions.	Supply Chain Manager
Duty within Monitoring Officer protocol to ensure that the policy is reviewed and disseminated at least annually.				September 2009
Annual report to the Audit Committee on Whistleblowing.				

Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.A Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles			
Requirement	5.A.1 To provide induction programmes tailored to individual needs and provide opportunities for members and officers to update their knowledge on a regular basis			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Member training is given for new Members and in the work of the Standards Committee, Audit Committee and in specific topic areas, e.g. risk management.		4	Investigate introducing level 1 of the Member Development Charter.	Senior Democratic Services Officer March 2010
General training, some of which is outsourced, is provided to all Members as appropriate e.g. Appointments Committee skills (interviewing, E&D).				
Members are given guidance on CAA/UOR/Direction of Travel.				
Audit Committee carrying out a skills self-assessment.				

Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.B Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group			
Requirement	5.B.1 To assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Integrated Personal Development System (IPDS) – Individual Performance Development Reviews (IPDR).		4	Investigate introducing level 1 of the Member Development Charter.	Senior Democratic Services Officer March 2010
Authority Standing Orders and Financial Regulations.				
Brigade Standing Orders.				
Scheme of Delegations.				
Member training as previously described.				
Member skill assessment for Audit Committee.				
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Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.B Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group			
Requirement	5.B.2 To 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			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Integrated Personal Development System (IPDS) – Individual Performance Development Reviews (IPDR).		4	Investigate introducing level 1 of the Member Development Charter.	Senior Democratic Services Officer March 2010
Authority Standing Orders and Financial Regulations.				
Brigade Standing Orders.				
Scheme of Delegations.				
Audit Committee provide a scrutiny type role and external courses are used when appropriate.				
Member training as previously described.				

Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.B Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group			
Requirement	5.B.3 To 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 plan which might, for example, aim to address any training or development needs			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Integrated Personal Development System (IPDS) – Individual Performance Development Reviews (IPDR).		4	Investigate introducing level 1 of the Member Development Charter.	Senior Democratic Services Officer March 2010
Authority Standing Orders and Financial Regulations.				
Brigade Standing Orders.				
Scheme of Delegations.				
Member training as previously described.				
Member skills assessment for Audit Committee.				

Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.1 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal			
Requirement	5.C.1 To ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, or contribute to and participate in the work of the authority			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
IRMP consultation		4	To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010
Equality Impact Assessments.				
Authority's Website. Contains information concerning the work of the Authority, consultation and feedback facilities fulfilling the Duty to Involve.				
Committee Management Information System (CMIS). allows members of the public to examine agendas, reports and minutes of any meeting via the Authority's website at www.wmfs.net fulfilling the Duty to Involve.				

The community is also engaged with via Open Days and Home Fire Safety Checks.

Wide range of community engagement with those considered most at risk in the community, e.g. YFA, young offenders.

Erdington and West Bromwich community facilities.

Ratepayers meetings.

Principle	5. Developing the capacity and capability of members and officers to be effective			
Supporting Principle	5.C Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal			
Requirement	5.C.2 To ensure that career structures are in place for members and officers to encourage participation and development			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Career development plans.		4	Investigate introducing level 1 of the Member Development Charter.	Senior Democratic Services Officer March 2010
Individual Performance Development Review (IPDR).				
Integrated Personal Development System (IPDS).				
Continuous Professional Development (CPD) payments.				
Additional Responsibility Allowances (ARAs) for specific skills.				
Professional courses/training. Workforce Planning.				
Member training.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.A Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships			
Requirement	6.A.1 To make clear to itself, all staff and the community who the authority is accountable to and for what			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Corporate strategy document.		4	To include appropriate wording on the Fire Authority page on the website.	Admin. Manager July 2009
Reports to the Authority from the Audit Committee.				
Brigade Standing Orders.				
Authority Standing Orders.				
Annual reports.				
Governance Statement.				
Website.				
Council Tax leaflet.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.A Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships			
Requirement	6.A.3 To produce an annual report on the activity of the scrutiny function			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
A pure scrutiny function is not required.		4	Include a paragraph in the annual report on the Policy Planning Forum and other areas of activity which act as scrutiny.	Director Corporate Services Sept. 2009
Annual report to the Authority in June each year. Full details of performance provided. Reports on progress against objectives and against performance indicators quarterly to Authority. All available on CMIS.				
Pre-planned Audit Committee work programme.				
Audit Committee will produce an annual report.				
The Policy Planning Forum mechanism is a source of scrutiny.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.B Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.			
Requirement	6.B.1 To ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
IRM consultation process.		4	To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010
Partnership toolkit and SLAs.				
Equality Impact Assessments.				
Budget setting process. In accordance with Section 65 of the Local Government Finance Act 1992, the Authority has a duty to consult all persons or bodies subject to Non-Domestic Rates in the Borough, concerning its proposals for expenditure (including capital expenditure) for each financial year. Consultation is carried out by way of meetings between the Executive Committee and non-domestic rate payers which are held in February each year.				

<p>Comments, Compliments and Complaints</p> <p>The Authority has a clear compliments and complaints procedure. Forms are available via the Authority's web site.</p> <p>After the fire survey customer satisfaction surveys.</p>			
<p>The Authority's website contains a number of feedback facilities enabling members of the public and stakeholders to engage with the Authority.</p>			
<p>Borough Command Structure. (See reference to partnerships previously)</p> <p>Formal consultative process with the Representative Bodies.</p> <p>Internal and External Communication Teams.</p>			

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.B Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.			
Requirement	6.B.3 To ensure that arrangements are in place to enable the Authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Equality Scheme.		4	To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010
Equality Impact Assessments.				
Communication Strategy for the Authority set out in Brigade Standing Order 1/24, Communications Strategy.				
Duty to Involve.				
Use of Community Advocates for the ‘hard to reach’ groups.				
Equality and Diversity Policy – Standing Order 2/13.				
Home Fire Safety Checks.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.B Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning			
Requirement	6.B.4 To establish a clear policy on the types of issues the authority will meaningfully consult on or engage with the public and service users about, including a feedback mechanism for those consultees to demonstrate what has changed as a result			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
See Brigade Standing Order 1/24, Communications Strategy.		4	To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010
Three year Corporate Strategy.				
Annual Service Plan.				
Annual Report.				
Equality Impact Assessments.				
Service Plan Consultation.				
Majority of reports on Public agenda.				
Summary of the IRM Service Plan consultation responses presented to the Authority each year.				
Ratepayers meeting.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.B Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning			
Requirement	6.B.5 On an annual basis, to publish a performance plan giving information on the authority’s vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of users in the previous period			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
See Brigade Standing Order 1/24, Communications Strategy.		4	HFSC outcomes to be included in the Annual Report.	Head of PAIT April 2010
Three year Corporate Strategy.				
Annual Service Plan.				
Annual Report.				
Equality Impact Assessments.				
Service Plan Consultation.				
Customer Satisfaction Survey.				
After the fire surveys.				

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.B Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning			
Requirement	6.B.6 To ensure that the Authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
See Brigade Standing Order 1/24, Communications Strategy.		4	1. To consider a more in depth communication strategy as part of the Duty to Involve legislative requirement.	Corporate Services Manager July 2010
Three year Corporate Strategy.				
Annual Service Plan.				

Annual Report.		<p>2. Work being carried out via Operational Commands with Group Manager – Community Safety to make sure that there is an effective framework structure for partnership arrangements.</p> <p>3. Group Manager – Community Safety to keep a central register of agreements with partners.</p>	Group Manager – Community Safety Sept. 2009
Equality Impact Assessments.			
Service Plan Consultation.			
Duty to Involve.			
CMIS – Committee Management Information System.			
Freedom of Information – Standing Order 1/5.			
Data Protection and Disclosure of Information – Standing Order 2/16.			
Community fire safety events.			
Public meetings – Authority/Community/Consultation/Partnerships.			

Principle	6. Engaging with Local people and other stakeholders to ensure robust public accountability			
Supporting Principle	6.C Making best use of human resources by taking an active and planned approach to meet responsibility to staff			
Requirement	6.C.1 To develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making			
Source of Compliance		Level of Compliance 1 = poor 5 = excellent	Gaps in Compliance	Actions
Brigade Standing Order 1/24, Communications Strategy.		4	Director Human Resources to confirm that the Employee Relations Policy has been issued and will be reviewed annually.	Director Human Resources December 2009
See Corporate Board Template – specific paragraph if RB consultation applicable.				
Standing Order Circulation including RBs.				
Ongoing consultation meetings with RB.				
Management/staff briefings.				