**Core Principle E:**

**Developing the entity's capacity, including the capability of its leadership and the individuals within it**

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| Developing the entity's capacity | Reviewing operations, performance and use of assets on a regular basis to ensure their effectiveness | • Performance Management Framework<br>• Senior Officer appraisals<br>• Quarterly performance reports to Policy & Resources Committee and SMB<br>• Complaints process<br>• Quality assurance audits<br>• Electronic Incident De-brief Process<br>• Active Incident Monitoring Process<br>• Station Assurance Audits<br>• Practical Skills Audits<br>• IPDR process | → | There were no actions identified for 2019/20 | |
| | Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently | • Performance Management Framework<br>• KPIs set by SMB<br>• Business Planning<br>• Annual performance report and quarterly performance monitoring<br>• Risk based planning e.g. CRMP informing budget setting process | → | There were no actions identified for 2019/20 | |

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| | | • CRMP Action Plan<br>• Fire Authority Annual Report | | | |
| | Recognising the benefits of partnerships and collaborative working where added value can be achieved | • Fire Authority Annual Report<br>• Local Strategic Partnerships<br>• Fire Alliance Strategic Alliance Programme Board<br>• Place Partnership Ltd Joint Board<br>• Principal Officer meetings HWFRS/SFRS | → | There were no actions identified for 2019/20 | |
| | Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources | • Our Strategy – Foundations: People<br>• Our Values<br>• Workforce Profile Data<br>• Monthly Workforce Planning meetings to project effects of future retirement<br>• Budget Strategy Reduction Reserve<br>• Employment Monitoring – Annual Report considered by Audit & Standards Committee<br>• People Strategy 2020-2022 | → | There were no actions identified for 2019/20 | |

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| Developing the capability of the entity's leadership and other individuals  *NB Executive / Cabinet and Leader Model not in place* | Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained | • Members' Role Description<br>• Senior Management Job Descriptions<br>• Senior Management Board Terms of Reference and Membership<br>• Terms of Reference for Group Leaders' Meetings<br>• Protocol for Member/Officer Relations | → | There were no actions identified for 2019/20 | |
| | Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body | • Scheme of Delegations to Officers in place<br>• Matters reserved for the Authority in Constitution<br>• Committee Structure and Terms of Reference<br>• Standing Orders | → | There were no actions identified for 2019/20 | |
| *NB Executive / Cabinet and Leader Model not in place* | Ensuring the leader and the chief executive have clearly defined and distinctive roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and balance for each other's authority | • Members' Role Description<br>• Senior Management Board Terms of Reference and Membership<br>• Senior Management Job Descriptions<br>• Terms of Reference for Group Leaders' Meetings<br>• Authority and Committees provide challenge to Principal Officers | → | There were no actions identified for 2019/20 | |

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| | Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by<br><br>• ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged<br><br>• ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and | • Members' Role Description<br>• Members' Induction Session and Pack<br>• Monitoring of Member attendance at Code of Conduct Training<br>• In-house Monitoring Officer and Committee Services Officer to provide on-going support and advice<br>• Audit & Standards Committee oversee Member Training<br>• Member Training also provided by constituent authorities<br><br>• Local Inductions for staff<br>• Appraisal (IPDR) process for staff<br>• SMB Workshops – Trans2 Training<br>• Competency training records and course management system for staff<br>• Leadership training eg ELP<br>• De-brief process provides shared learning through lessons learned<br>• Development Programme for Middle Managers e.g. ILM Level 7 | → | Members' Induction 11 June 2019 and continued opportunities for Member's to develop fire-specific knowledge e.g Service Exercise, Dying to Drive, Wyre Forest Hub | Members' Induction to be developed for new Authority Members appointed following WCC elections in May 2021 |

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| | responsibilities and ensuring that they are able to update their knowledge on a continuing basis<br><br>• ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external | • Promotions Charter | | | |
| | Ensuring that there are structures in place to encourage public participation | • Public participation scheme for Authority meetings<br>• Complaints Procedure<br>• Fire Station Open Days and public events | → | There were no actions identified for 2019/20 | |
| | Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections | • HMICFRS Report, Improvement Programme and Quarterly Progress Reports | → | There were no actions identified for 2019/20 | |

| Supporting Principle | Behaviours and actions that demonstrate good governance in practice | Evidence of compliance | Status of compliance | Progress on 2019/20 Actions | 2020/21 Actions |
|---|---|---|---|---|---|
| | Holding staff to account through regular performance reviews which take account of training or development needs | • Appraisal (IPDR) process for staff | → | There were no actions identified for 2019/20 | |
| | Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing | • Occupational Health<br>• Annual Fitness Tests available for all staff<br>• Mind Blue Light Pledge<br>• Critical Incident Support Team<br>• Mediation and Listening Ear Service | → | There were no actions identified for 2019/20 | |