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 2022/23 Actions	2023/24 Actions
Developing the entity's capacity	Reviewing operations, performance and use of assets on a regular basis to ensure their effectiveness	• Performance Management Framework • Senior Officer appraisals • Quarterly performance reports to Policy & Resources Committee and SLB • Complaints process • Quality assurance audits • Electronic Incident De-brief Process • Active Incident Monitoring Process • Station Assurance Audits • Quality Assurance process for Home Fire Safety Visits (HFSVs) • Practical Skills Audits • IPDR process • Organisational Development Programme (trans2) • Change Portfolio Board	→	There were no actions identified for 2022/23	
	Improving resource use through appropriate application of techniques	• Performance Management Framework • KPIs set by SLB	→	There were no actions identified for 2022/23	

Supporting Principle	Behaviours and actions that demonstrate good governance in practice	Evidence of compliance	Status of compliance	Progress on 2022/23 Actions	2023/24 Actions
	such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently	• Business Planning • Change Portfolio Board • Annual performance report and quarterly performance monitoring • Risk based planning e.g. CRMP informing budget setting process • CRMP Action Plan • Annual Service Review / Annual Service Plan			
	Recognising the benefits of partnerships and collaborative working where added value can be achieved	• Annual Service Review / Annual Service Plan • Local Strategic Partnerships • Fire Alliance Strategic Alliance Programme Board • Principal Officer meetings HWFRS/SFRS • Shared use of assets with Police •	→	There were no actions identified for 2022/23	
	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	• Workforce Profile Data • Monthly Workforce Planning meetings to project effects of future retirement • Budget Strategy Reduction Reserve • Equality Monitoring – Annual Report considered	→	There were no actions identified for 2022/23	

Supporting Principle	Behaviours and actions that demonstrate good governance in practice	Evidence of compliance	Status of compliance	Progress on 2022/23 Actions	2023/24 Actions
		by Audit & Standards Committee • People Strategy			
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 • Senior Management Job Descriptions • Senior Management Board Terms of Reference and Membership • Terms of Reference for Group Leaders' Meetings • Protocol for Member/Officer Relations	→	There were no actions identified for 2022/23	
	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 • Matters reserved for the Authority in Constitution • Committee Structure and Terms of Reference • Standing Orders	→	There were no actions identified for 2022/23	
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	• Members' Role Description • Senior Management Board Terms of Reference and Membership • Senior Management Job Descriptions	→	There were no actions identified for 2022/23	

Supporting Principle	Behaviours and actions that demonstrate good governance in practice	Evidence of compliance	Status of compliance	Progress on 2022/23 Actions	2023/24 Actions
	services and other outputs set by members and each provides a check and balance for each other's authority	• Terms of Reference for Group Leaders' Meetings • Authority and Committees provide challenge to Principal Officers			
	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 • 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 • ensuring members and officers have the appropriate skills,	• Members' Role Description • Members' Induction Session and Pack • Monitoring of Member attendance at Code of Conduct Training • In-house Monitoring Officer to provide on-going support and advice • Audit & Standards Committee oversee Member Training • Member Training also provided by constituent authorities • Local Inductions for staff • Appraisal (IPDR) process for staff • SLB Workshops – Trans2 Training • Competency training records and course management system for staff • Leadership development eg Executive Leadership	→	There were no actions identified for 2022/23	

Supporting Principle	Behaviours and actions that demonstrate good governance in practice	Evidence of compliance	Status of compliance	Progress on 2022/23 Actions	2023/24 Actions
	knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis • ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external	Programme, ILM/CMI qualifications for managers • De-brief process provides shared learning through lessons learned • • Promotion Principles			
	Ensuring that there are structures in place to encourage public participation	• Public participation scheme for Authority meetings • Complaints Procedure	→	There were no actions identified for 2022/23	
	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 2022/23	

Supporting Principle	Behaviours and actions that demonstrate good governance in practice	Evidence of compliance	Status of compliance	Progress on 2022/23 Actions	2023/24 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 2022/23	
	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 advice • Health Surveillance and Fitness assessments available for all staff • Mental Health at Work Commitment • Welfare Team and Station Buddies • Critical Incident Support Team • Mediation and Listening Ear Team • Service Chaplain	→	There were no actions identified for 2022/23	