

**Core Principle D:**

**Determining the interventions necessary to optimise the achievement of the intended outcomes**

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
Determining interventions	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided	<ul style="list-style-type: none"> <li>• Authority report template requires corporate considerations to be set out for decision makers</li> <li>• Authority Members given professional advice from lead officers i.e. Principal Officers, Treasurer, Head of Legal Services / Monitoring Officer</li> <li>• Procurement process</li> <li>• Quarterly Performance Reports considered by SLB and Policy &amp; Resources Committee</li> <li>• Community Risk Management Plan approval process</li> </ul>	→	There were no actions identified for 2022/23	
	Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited	<ul style="list-style-type: none"> <li>• Authority report template requires the results of any consultation to be set out for decision makers</li> <li>• Complaints monitored and reported to SLB and Audit &amp; Standards Committee</li> <li>• After the Incident Surveys</li> </ul>	→	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
	resources available including people, skills, land and assets and bearing in mind future impacts				
Planning interventions	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan and budget development process</li> <li>• Annual internal and external audit plans</li> <li>• Regular budget holder meetings</li> <li>• Budget monitoring and performance monitoring undertaken by SLB and Policy &amp; Resources Committee</li> <li>• Strategy Management and Business Planning Policy</li> <li>• Strategic Risk Register</li> <li>• Core Strategies – Response, Prevention, Protection</li> <li>• HMICFRS Implementation Plans</li> </ul>	→	There were no actions identified for 2022/23	
	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	<ul style="list-style-type: none"> <li>• Joint Consultative Committee (JCC)</li> <li>• Group Commanders Forum</li> <li>• Station Commanders Forum</li> </ul>	→	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
		<ul style="list-style-type: none"> <li>• Retained Officers in Charge Meetings</li> <li>• Local Strategic Partnerships</li> <li>• Principal Officer meetings HWFRS/SFRS</li> <li>• Collaboration with the Police e.g. shared assets</li> <li>• Strategic Fire Alliance Programme Board</li>   <li>• Fleet &amp; Equipment Steering Group</li> <li>• On-Call Steering Group</li> <li>• Training Steering Group</li> <li>• Occupational Health User Consultation</li> <li>• Business Planning Meetings</li> <li>• Women@HWFIRE network</li> <li>• Neuro-diversity working group</li> </ul>			
	Considering and monitoring risks facing each partner when working collaboratively, including shared risks	<ul style="list-style-type: none"> <li>• Strategic Risk Register</li> <li>• 2020 Vision Programme Board</li> <li>• Business Continuity Plans</li> <li>• Service Risks Project – shared with partners</li> <li>• Strategic Alliance Board</li> </ul>	→	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
		<ul style="list-style-type: none"> <li>County Risk Registers – linked to the Local Resilience Forum</li> </ul>			
	Ensuring arrangements are flexible and agile so that mechanisms for delivering goods and services can be adapted to changing circumstances	<ul style="list-style-type: none"> <li>Cultural acceptance of the need to be flexible</li> <li>Horizon scanning through CFOA, Local Government Association and other networks</li> </ul>	→	There were no actions identified for 2022/23	
	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured	<ul style="list-style-type: none"> <li>Performance Management Framework</li> <li>Comprehensive set of KPIs agreed by SLB</li> <li>Policy &amp; Resources Committee and SLB review performance quarterly</li> <li>Change Portfolio BoardBoard monitors performance of projects</li> <li>Equality Objectives</li> </ul>	→	There were no actions identified for 2022/23	
	Ensuring capacity exists to generate the information required to review service quality regularly	<ul style="list-style-type: none"> <li>Performance &amp; Information Department supports all areas of the service in <ul style="list-style-type: none"> <li>Active Incident Monitoring (AIM)</li> <li>Information Management</li> <li>Public Services Network</li> </ul> </li> </ul>	→	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
		<ul style="list-style-type: none"> <li>○ Performance</li> <li>○ Planning</li> <li>○ Projects</li> <li>● ORH independently reviews data</li> <li>● Regular review of MTFP</li> <li>● Annual Service Review and Annual Service Plan</li> <li>● HMICFRS improvement plan</li> </ul>			
	Preparing budgets in accordance with objectives, strategies and the medium term financial plan	<ul style="list-style-type: none"> <li>● Technology One Finance System</li> <li>● Budget Holder meetings</li> <li>● Fire Authority Annual Report</li> <li>● Annual Service Plan</li> <li>● Business Planning process</li> <li>● Strategy Management and Business Planning Policy</li> <li>● Core Strategies – Response, Prevention, Protection</li> </ul>	→	There were no actions identified for 2022/23	
	Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	<ul style="list-style-type: none"> <li>● Medium Term Financial Plan</li> <li>● Capital Budget Programme</li> <li>● Revenue Budget</li> <li>● Reserves Strategy</li> <li>● Change Portfolio Board / Strategic Projects Programme</li> </ul>	→	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
Optimising achievement of intended outcomes	Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan (MTFP) discussed at full Fire Authority meetings</li> <li>• MTFP linked to the CRMP and the Efficiency Plan approved by the Home Office</li> </ul>	→	There were no actions identified for 2022/23	
	Ensuring the budgeting process is all-inclusive, taking into account the full costs of operations over the medium and longer term	<ul style="list-style-type: none"> <li>• External Audit Plan</li> <li>• Value For Money Conclusion</li> <li>• Resourcing for the Future is a key foundation for Our Strategy</li> </ul>	→	There were no actions identified for 2022/23	
	Ensuring the medium term financial strategy sets the context for on-going decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	<ul style="list-style-type: none"> <li>• Community Risk Management Plan</li> <li>• Medium Term Financial Plan</li> </ul>	→	There were no actions identified for 2022/23	
	Ensuring the achievement of 'social value' through service planning and commissioning	<ul style="list-style-type: none"> <li>• Procurement process</li> <li>• Strategic Projects</li> </ul>	→	There were no actions identified for 2022/23	

