

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 2019/20 Actions	2020/21 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"> • Authority report template requires corporate considerations to be set out for decision makers • Authority Members given professional advice from lead officers i.e. Principal Officers, Treasurer, Head of Legal Services / Monitoring Officer • Procurement process • Quarterly Performance Reports considered by SMB and Policy & Resources Committee • Community Risk Management Plan approval process 	→	There were no actions identified for 2019/20	
	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"> • Authority report template requires the results of any consultation to be set out for decision makers • Complaints monitored and reported to SMB and Audit & Standards Committee • After the Incident Surveys 	→	There were no actions identified for 2019/20	

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	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"> • Medium Term Financial Plan and budget development process • Annual internal and external audit plans • Regular budget holder meetings • Budget monitoring and performance monitoring undertaken by SMB and Policy & Resources Committee • Strategy Management and Business Planning Policy • Programme and Project Management Policy • Strategic Risk Register 	→	There were no actions identified for 2019/20	
	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"> • Joint Consultative Committee (JCC) • Group Commanders Forum • Station Commanders Forum • Retained Officers in Charge Meetings • Local Strategic Partnerships • Place Partnership Ltd Joint 	→	There were no actions identified for 2019/20	

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		Board <ul style="list-style-type: none"> • Principal Officer meetings HWFRS/SFRS • Collaboration with the Police e.g. shared HQ and OCC, sharing buildings, PCSOs training to be retained firefighters • Strategic Fire Alliance Programme Board 			
	Considering and monitoring risks facing each partner when working collaboratively, including shared risks	<ul style="list-style-type: none"> • Strategic Risk Register • 2020 Vision Programme Board • Business Continuity Plans • Service Risks Project – shared with partners • Strategic Alliance Board 	→	There were no actions identified for 2019/20	
	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"> • Cultural acceptance of the need to be flexible • Horizon scanning through CFOA, Local Government Association and other networks 	→	There were no actions identified for 2019/20	
	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services	<ul style="list-style-type: none"> • Performance Management Framework • Comprehensive set of KPIs agreed by SMB • Policy & Resources Committee and SMB review 	→	There were no actions identified for 2019/20	

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	and projects is to be measured	performance quarterly <ul style="list-style-type: none"> • 2020 Vision Programme Board monitors performance of projects • Equality Objectives 			
	Ensuring capacity exists to generate the information required to review service quality regularly	<ul style="list-style-type: none"> • Performance & Information Department supports all areas of the service in <ul style="list-style-type: none"> ○ Active Incident Monitoring (AIM) ○ Information Management ○ Public Services Network ○ Performance ○ Planning ○ Projects • ORH independently reviews data • External evaluation of the Safe & Well Check and Dying2Drive initiatives • Internal surveys for Fire Safety Audits and Safe & Well Checks. • Regular review of MTFP • Annual Report (with CRMP action plan) • HMICFRS improvement plan 	→	There were no actions identified for 2019/20	

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	Preparing budgets in accordance with objectives, strategies and the medium term financial plan	<ul style="list-style-type: none"> • Technology One Finance System • Budget Holder meetings • Fire Authority Annual Report • CRMP Annual Action Plan • Business Planning process • Strategy Management and Business Planning Policy 	→	There were no actions identified for 2019/20	
	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"> • Medium Term Financial Plan • Capital Budget Programme • Revenue Budget • Reserves Strategy • 2020 Vision / Strategic Projects Programme 	→	There were no actions identified for 2019/20	
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"> • Medium Term Financial Plan (MTFP) discussed at full Fire Authority meetings • MTFP linked to the CRMP and the Efficiency Plan approved by the Home Office 	→	There were no actions identified for 2019/20	
	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"> • External Audit Plan • Value For Money Conclusion • Resourcing for the Future is a key foundation for Our Strategy 	→	There were no actions identified for 2019/20	

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	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"> Community Risk Management Plan Medium Term Financial Plan 	→	There were no actions identified for 2019/20	
	Ensuring the achievement of 'social value' through service planning and commissioning	<ul style="list-style-type: none"> Procurement process Strategic Projects 	→	There were no actions identified for 2019/20	