

## Appendix A

### Significant Governance Issues addressed in 2021/22

	Issue	Action Plan (as per 2020/21 Statement – Appendix B)	Lead Officer	RAG Status	Comments	Target Date
1.	Review of external partnership arrangements	<p>During the response and recovery phases of the COVID-19 pandemic, the Service has engaged with a large number of external partners across a range of activities. These, and other existing partnership arrangements, will be reviewed to ensure that:</p> <ul style="list-style-type: none"><li>• partners maintain the same high standards of conduct with regard to financial administration and corporate</li></ul>	Director of Finance and Assets	Green	A review of partnerships was undertaken, and a report presented to the Executive Committee at its meeting of 13 July 2022.	Completed

		governance that apply throughout the Authority they are evaluated and contribute to the achievement of the Authority's objectives				
2.	Following phase 1 of the internal governance review which focused on the top-level board structure (SMB / BTB / PMB) further work is planned to address other issues identified in the review of stakeholder requirements that informed the approach and terms of reference for the governance review.	Further planned work comprises: <ul style="list-style-type: none"> <li>the review of other groups and meetings that sit below the board structure, such as, but not limited to, the Training Strategy Group (TSG), Public Safety Group (PSG), Operational Assurance Group (OAG) etc. with a view to identifying opportunities to streamline these and clarify their relationships to the boards;</li> </ul>	Director of Legal and Governance	Green	Completed review of sub-board level Groups and Meetings. Chairs and Facilitators of Groups and Meetings identified for formal inclusion in Governance structure completed reviews and updates to membership and Terms of Reference (ToRs). Recommendations and updated ToRs finalised and subsequently submitted for a gateway review at 8 April 22 BTB pending submission to 17 May	Completed

		<ul style="list-style-type: none"> <li>• establishing a single point of access on the Intranet for information and guidance in relation to the workings of, and decisions made by the boards and other key decision-making bodies; and,</li> <li>• Integrating information about our governance structures and processes into planned training activities where appropriate such as the <u>Leadership and Management Development Framework</u>.</li> </ul>			22 SMB for final approval. Follow-on work will be undertaken in Q1/2 2022 to embed the updated structure and provide guidance to assist staff in engaging with the Boards and Groups to improve the efficiency and effectiveness of corporate decision-making.	
3.	Performance Reporting	As noted within the Financial Strategy, the Authority should review	Director of Finance and Assets	Amber	Selected non-financial performance measures to be	New target date 31 December 2022

		<p>its budget monitoring and reporting arrangements with a view to integrating performance</p> <ul style="list-style-type: none"> <li>• and financial information to focus on monitoring and achieving continuous improvement. This will further improve compliance with the CIPFA Financial Management Code.</li> </ul>			<p>incorporated into future budget monitoring reports once key performance indicators have been approved as part of the Performance Strategy (see Appendix B).</p>	
4.	Corporate Risk Management	<p>Enhance Member scrutiny of Corporate Risks by engaging Lead Members in the risk evaluation process for risks identified within the remit of their portfolio</p>	<p>Director of Legal &amp; Governance</p>	<p>Green</p>	<p>Agreed Lead Member accountabilities and ownerships of Corporate Risks and protocols for engaging them in the evaluation process. These were</p>	<p>Completed</p>

					<p>implemented from Q1 of 2021/22.</p> <p>Also, Corporate Risk training was delivered to Authority Members in July 2021.</p>	
5.	Review of the statutory Data Protection Officer (DPO) function	Explore opportunities for options for GDPR compliance including via an appointed external DPO on a service contract or a single DPO to act for more than one authority.	Director of Legal & Governance	Amber	<p>If arrangements are not finalised by the new target date other options e.g inhouse, part time basis to be considered. A departure from the Succession Plan to do this would need political approval.</p>	New target date 30 September 2022

## Appendix B

### Significant Governance Issues to be addressed in 2022/23

	Issue	Action Plan	Lead Officer	Target Date
1.	Integrated / Community Risk Management Planning Process.	Review of improvement opportunities identified by the HMICFRS in their 2nd inspection of the Service and the requirements of the new Community Risk Management Planning (CRMP) Fire Standard in readiness for preparation of the next Public Safety Plan (2025-30) which will begin in 2023/24.	Corporate Planning Manager	31 March 2023
2.	To produce a performance strategy for BFRS	Review and agree Service wide performance measures and ongoing monitoring, to ensure the Service is meeting its Corporate Plan objectives.	Head of Technology, Transformation & PMO	31 December 2022
3.				
4.				