

Appendix A

Significant Governance Issues addressed in 2019/20

	Issue	Action Plan (as per 2019/20 Statement – Appendix B)	Lead Officer	RAG Status	Comments	Target Date
1.	Public Safety Plan (PSP)	<p>During the early part of 2019/20 the Authority will produce a draft PSP. We will engage with and consult the public before finalising and approving the document in February 2020. The PSP will set the future strategic direction of the Service for the next five years and will be underpinned by other updated strategies, including the:</p> <ul style="list-style-type: none"> • Corporate Plan • Financial Strategy (and Medium Term Financial Plan) • Capital Strategy • Procurement Strategy • A new Corporate Plan will also be developed to cover the term of the next PSP. 	Head of Service Development	Green	The 2020-25 PSP was approved by the Fire Authority on 12 February 2020 following the outcomes of a full public consultation. It will become effective from 1 April 2020.	1 April 2020 - Completed
2.	Independent Inspection of the Service	<p>Between May and July 2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will assess the effectiveness and efficiency of the Service. In addition, HMICFRS will also provide an opinion of how well the Service treats its people.</p> <p>The final report is expected to be issued in December 2019, at</p>	Head of Service Development	Green	Following publication of the HMICFRS' inspection report and action plan addressing the recommendations and areas for improvement was approved by the Authority on 12 February 2020. Ongoing progress in relation to the Action Plan will be monitored by the Overview and Audit Committee.	12 February 2020 - Completed

		which point the Service will develop an action plan to implement any required improvements and reinforce current successful working practices.				
3.	Review of Senior Management Team Structure	<p>As part of its ongoing succession planning process the Authority's has identified that two of the current team are due to retire during 2019/20.</p> <p>This provides an opportunity to review the size and structure of the team, as well as individual responsibilities and reporting lines. In addition it provides opportunities to review 'third tier' posts as part of the ongoing succession planning and retention programme. The aim is to revise the structure and invest savings in frontline operational posts.</p>	Chief Fire Officer/Chief Executive	Green	<p>In September 2019 a report was submitted to Fire Authority which set out the new Senior Management Team (SMT) structure, to deliver the Authority's Corporate and Public Safety Plans as efficiently and effectively as possible.</p> <p>The changes took into account the financial restraints on the Service, while creating capacity to address effectively issues arising from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection (HMICFRS).</p> <p>It looked towards the delivery of the 2020-2025 Public Safety Plan that was due for public consultation. The proposal was to maintain focus on continuous improvement whilst, consolidating areas of strength, and developing the supporting information technology and intelligence processes to be modern and efficient.</p>	September 2019 - completed

				<p>The main areas of change were:</p> <ul style="list-style-type: none">- Removal of the position of Director of People and Organisational Development (DPOD) and transfer these responsibilities to the Deputy Chief Officer/Chief Operating Officer (DCFO/COO);- Reallocation of some of the existing functions between the Heads of Service. <p>The structure was designed to continue to deliver the Service in a focused way with a balance of responsibilities between SMT members, whilst providing some capacity to ensure continuing improvement. The proposals are cost neutral.</p> <p>The second line reporting review paper presented to the Strategic Management Board in January 2020 detailed amendments to reporting lines, and recommendations to 1) create a new post (Head of Technology, Transformation and PMO) and 2) remove the Head of Resources and Assets post when the current post holder retired at the end of March 2020. These changes</p>	
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					were agreed and have been implemented and are being recruited to.	
4.	Blue Light Hub Joint Working Arrangements	<p>The new Blue Light Hub in Milton Keynes will be a shared facility between Bucks Fire and Rescue, Thames Valley Police and South Central Ambulance Service.</p> <p>Security and privacy is being risk assessed and a DPIA is being developed these will ensure adequate security arrangements are in place to protect information through robust access and monitoring controls.</p> <p>New governance arrangements will need to be constituted that oversee the management of the building, joint working practices and on-going cost sharing arrangements.</p>	Director of Finance and Assets	Amber	<p>Due to delays in the project, this objective has not been fully completed. The fire and rescue service commenced operations from the building on 30 June 2020. It is anticipated that Thames Valley Police and South-Central Ambulance Service will start operating from the building in the Autumn of 2020.</p> <p>Security and privacy continue to be part of the occupation risk assessment. The cost sharing arrangement has been agreed and will be kept under review as part of the new governance arrangements to be implemented during the coming year.</p>	New target date September 2020
5.	Security – People, premises, information.	<p>All new, or significantly changed premises arrangements will be subject to DPIA and other security assessments.</p> <p>The Premises Security Group will continue to monitor arrangements for site security and make recommendations for improvements.</p>	Director of Legal & Governance	Green	The Blue Light Hub has been subject to a DPIA which will be maintained for the life of the project and thereafter for further reviews, particularly associated with surveillance arrangements.	

	<p>Records Management (Freedom of Information Act Section 46 - Code of Practice. (requires the Secretary of State to issue a code of practice providing guidance as to the practice which would, be desirable for the keeping, management and destruction of records).</p>	<p>Good records management supports all information legislation both in being able to release it and in protecting it from unauthorised disclosure. Throughout 2019/20:</p> <ul style="list-style-type: none"> • The reorganisation of People & Organisational Development presents an opportunity to review the records management procedures to improve compliance to information legislation and security in these areas. • Project management is largely a sub-set of records management. Work is needed for the expansion of project management controls across the Authority and stronger reporting arrangements. • A gap analysis will be carried out to determine progress against the the"12 Step" guidance from the Information Commissioner's Office (ICO) and gaps closed. 			<ul style="list-style-type: none"> • A Head of Programme Management Office, Technology and Transformation is to be appointed. This will enable controls over what projects will be progressed • The "12 Step" guidance is subject to periodic review and gap analysis. Figures in () refers to () Step 	
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				<p>(1) Raise awareness. A great deal of work was undertaken prior to the General Data Protection Regulation (GDPR) coming into force. As well as training for the Strategic Management Board (SMB) and other groups of employees the (11) Data Protection Officer (DPO) was appointed early in the process and attends formal SMB meetings to gain support and continue to raise awareness of GDPR issues.</p> <p>(2) 'Document everything' is an area we are still working on to ensure that all the data we hold, where it came from and with whom it is shared is adequately documented and will be reviewed as part of a GDPR audit planned for 2020/21.</p> <p>(3) Review current privacy notices. Privacy notices and (5) procedures. were reviewed and amended to ensure they reflect (4) the rights of individuals and how requests are handled and to ensure that (6) the lawful basis for processing personally identifiable information was identified, documented and explained.</p> <p>(7) Where consent is used these were reviewed and</p>	
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		<ul style="list-style-type: none"> • The records retention and destruction schedules need to be developed to include all record types held and records deleted /destroyed in line with listed timescales. • Files in shared network drives which remain unclaimed are deleted. 			<p>refreshed. (8) children’s data is held and is frequently reviewed to ensure that the process is rigorous.</p> <p>(9) A process is in place for the detection, reporting and investigation of breaches of personal data. This is reviewed annually. (10) The measures for protecting personal data are determined early in the process to reduce the risk of a breach and Data Protection Impact Assessments (DPIA) are undertaken for all processes involving the handling of personal information.</p> <p>Step 12 does not apply as the Authority does not trade internationally.</p> <ul style="list-style-type: none"> • Is an area we are still working on to ensure that all the data we hold, where it came from and with whom it is shared is adequately documented and will be reviewed as part of a GDPR audit planned for 2020/21. • Once all record types and their locations have been identified, all residual files will be deleted. 	
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		<ul style="list-style-type: none"> • The service documents records management project defines progress, and handover arrangements. • Records held on media found to be vulnerable to attack or obsolescence will be transferred to a more robust medium. • ROPA are developed to ensures that all processing activities are identified and tracked. 			<ul style="list-style-type: none"> • As part of project closure a post implementation review has been planned for early 2020/21 • The medium under which records are stored is recorded in departmental retention schedules and subject to periodic review. • The adequacy of 'Records of Processing Activity' will be reviewed as part of a GDPR audit planned for 2020/21 	
6	Annual Governance Statement	For the layout of the Annual Governance Statement 19/20 to be redesigned in order that it can be presented with reference to the 7 principles (A to G) as defined in the CIPFA/SOLACE 'Delivering Good Governance in Local Government: Framework (2016)'	Director of Legal & Governance	Green	Completed	July 2020

Appendix B

Significant Governance Issues to be addressed in 2020/21

	Issue	Action Plan	Lead Officer	Target Date
1.	Review and refresh of internal project and programme governance arrangements.	<p>The Service is in the process of forming a programme management office. Part of the remit of this new function will be to ensure the Service has effective oversight of all projects and programmes, and that these are started, progressed and closed-down in line with best practice.</p> <p>Internal governance has not been formally reviewed for a number of years. There may be an opportunity to streamline the number of meetings and ensure that all arrangements are proportionate to allow decisions to be taken at the most appropriate level.</p>	Director of Legal & Governance	March 2021
2.	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"> • partners maintain the same high standards of conduct with regard to financial administration and corporate governance that apply throughout the Authority • they are evaluated and contribute to the achievement of the Authority's objectives 	Director of Finance and Assets	March 2021
3.	Blue Light Hub Joint Working Arrangements	The new Blue Light Hub in Milton Keynes will be a shared facility between Bucks Fire and Rescue, Thames Valley Police and South Central Ambulance Service.	Director of Finance and Assets	September 2021

		<p>Security and privacy is being risk assessed and a DPIA is being developed these will ensure adequate security arrangements are in place to protect information through robust access and monitoring controls.</p> <p>New governance arrangements will need to be constituted that oversee the management of the building, joint working practices and on-going cost sharing arrangements.</p>		
4.	Information Security	<ul style="list-style-type: none"> • The records retention and destruction schedules need to be developed to include all record types held and records deleted /destroyed in line with listed timescales. • Records Of Processing Activities are developed to ensure that all processing activities are identified and tracked. 	Director of Legal & Governance	September 2021