

**Annual Governance Statement – Action Plan 2018-19**

<b>Areas for Action</b>	<b>Action</b>	<b>Action Owner</b>	<b>Action Progress Update – January 2020</b>
<p><b>Financial Sustainability</b> Forecast of reducing funding in addition to decisions taken around service delivery will require savings. To achieve these whilst maintaining expected levels of service to the public will require a Whole Service Review</p>	<p>Undertake a Whole Service review. Robust financial planning and the regular updating of a Medium Term Financial Plan – linked to Central Government’s Spending review which is due in 2019.</p>	<p>Chief Fire Officer and Chief Executive and Treasurer</p>	<p>The Whole Service Review has been conducted and the outcomes included in the draft Integrated Risk Management Plan (IRMP), currently out for consultation. The MTFP has been updated regularly and shared with both Members and senior managers throughout the year. However, the parliamentary election postponed the Spending Review with the level of funding remaining uncertain. The 2020/21 settlement is currently out for consultation, but is only a one year allocation. Therefore, financial sustainability remains a risk due to the uncertainty around funding. Officers have spent a lot of time challenging budgets and costs. They have also introduced Priority Based Budgeting which is helping to ensure that money is appropriately allocated and spent. In addition, a range of activities have helped facilitate a debate about potential funding scenarios.</p>
<p><b>People</b> HMICFRS reported that the Service should improve the way it looks after its people. In particular, it must do better at promoting the right values and culture; and ensuring fairness and promoting diversity. In addition, there has been an inability to sustain a sufficient level of experienced operational staff</p>	<p>Produce a People Strategy, action plan for those areas requiring improvement and undertake exit interviews to provide learning for retention purposes.</p>	<p>Director of Transformation and Head of Human Resources</p>	<p>The People Strategy was approved by the Fire Authority in Spring 2019. A comprehensive update was provided to Members in Autumn 2019 demonstrating that a range of interventions had been introduced to address areas highlighted by HMICFRS. These included a review of the service’s core values and a range of initiatives to engage staff, improve recognition and promote senior management visibility. Exit Interviews have been common place within CFRS for a number of years now and are monitored closely by the HR department.</p>

<p><b>Collaborations</b>                  HMICFRS reported that this was an area for improvement. Its main concerns centred upon a consistent approach to the effective monitoring, review and evaluation of the benefits and outcomes of collaboration.</p>	<p>Prepare an Action Plan concerned with existing collaborations and approach to future collaborative activity.</p>	<p>Director of Governance and Commissioning</p>	<p>An Action Plan covering all of the Areas for Improvement contained in the report by the HMICFRS was prepared and presented to the Performance and Overview Committee on 27<sup>th</sup> November 2019.</p> <p>A draft Collaboration Strategy was presented to the Governance and Constitution Committee on 13<sup>th</sup> November 2019 The Strategy provides guidance about monitoring, review and evaluation of collaborations. Key collaborations are now being reviewed and evaluated.</p>
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