

Annual Governance Statement 2018/19

Scope of Responsibility

Buckinghamshire & Milton Keynes Fire Authority is responsible for maintaining a sound system of internal control that supports the achievement of its policies, aims and objectives whilst safeguarding the public funds and organisational assets. There is also a responsibility for ensuring that the Authority is administered prudently and economically and that resources are applied efficiently and effectively, which includes arrangements for the management of risk.

Buckinghamshire & Milton Keynes Fire Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. This statement explains how Buckinghamshire & Milton Keynes Fire Authority has complied with the code and also meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015 in relation to the review of its systems of internal control and the publication of an annual statement on its governance.

The Purpose of the Governance Framework

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievements of the strategic objectives of Buckinghamshire & Milton Keynes Fire Authority, to evaluate the likelihood of those risks being realised and the impact should they occur, and to manage them efficiently, effectively and economically. The system of internal control has been in place for the year ended 31 March 2019 and up to the date of approval of the Statement of Accounts.

The Governance Framework

The governance framework derives from six core principles of good governance set out in the CIPFA/SOLACE guidance which was updated in 2007. The six principles were reconfigured in revised guidance 'Delivering Good Governance in Local Government: Framework (2016)' to create 7 principles. While most can be read across, the Framework proposed the principle of 'Defining outcomes in terms of sustainable economic, social, and environmental benefits'. The six core principles which underpin good governance are:

1. Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area

The Public Safety Plan 2015-20 sets out the detailed future improvements of the services provided by the Authority to the community within the constraints that it faces whilst managing risk. The community was consulted and actively encouraged to engage in debating the issues and priorities set out in the plan, allowing the public to hold the Authority accountable for its decisions and actions in an open and transparent manner. The Public Safety Plan is available on our website at:

[http://bucksfire.gov.uk/files/8114/2116/4524/2015 -
_20_PSP_Updated_after_17_Dec_CFA.pdf](http://bucksfire.gov.uk/files/8114/2116/4524/2015_-_20_PSP_Updated_after_17_Dec_CFA.pdf)

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A fundamental element of the Public Safety Plan is ensuring service delivery is linked closely to local requirements. A service delivery directorate plan covers the Milton Keynes and Buckinghamshire Area, supported by individual Station Plans. Operational staff work within the same teams as their protection and prevention colleagues leading to a more joined up approach. This has led to notable achievements in helping the most vulnerable people in our communities through the "safeguarding" procedures; working collaboratively internally as well as with local authorities to improve the lives of those most in need of support, and those who most often fall through society's "safety nets".

The 2015–20 Public Safety Plan was presented to the Fire Authority for approval in December 2014 following a public consultation. This plan supersedes the previous 2012-17 plan and took effect from April 2015.

2. Members and officers working together to achieve a common purpose with clearly defined functions and roles

The respective roles and responsibilities for members and officers are set out in the Combination Order (the statutory instrument that formed the Fire Authority in 1997). There are two ordinary committees of the Fire Authority: The Executive Committee, and the Overview & Audit Committee. There are terms of reference for each committee and the role of the lead members has been developed over recent years.

Members of the Authority are also members of either Buckinghamshire County Council or Milton Keynes Council. Some members may also be members of district councils with which we may be working, or voluntary agencies. Members are reminded of their responsibility to declare interests at each meeting. There is a scheme of delegation from the Authority to the Chief Fire Officer and statutory officers. The Chief Fire Officer is also the Chief Executive of the Authority.

The Authority's Member Officer Protocol sets out the respective obligations and expectations and contains a reminder of the Authority's core values. These were revised and approved by the Overview and Audit Committee at its meeting on 11 March 2015 for recommendation to the Fire Authority on 10 June 2015. These can be found at the following link:

http://bucksfire.gov.uk/files/8414/1053/3511/Protocol_on_Member_and_Officer_Relations_v2_Sept_14.pdf

The Authority approved and adopted its current Pay Policy Statement in February 2019 setting out its policies on the remuneration of its chief officers, the remuneration of its lowest paid employees and the relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers. This is reviewed at least annually.

The Authority has identified and recorded all partnership arrangements. All partnerships are the subject of formal agreements ensuring that these articulate legal status; respective liabilities and obligations; governance and audit; dispute resolutions and exit provisions. A review of partnership arrangements is undertaken annually and reported to the Executive Committee in order to provide assurance on risks associated with delivering services through third parties. Other key services provided through third parties are overseen by specific governance arrangements, namely:

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- The Thames Valley Fire Control Service (hosted by Royal Berkshire Fire and Rescue Service) is overseen by a joint governance board with representatives from each service at both Officer and Member level.
- Firefighters Pension Administration is overseen by the Local Pension Board. The administrators (West Yorkshire Pension Fund) attend the Board on a quarterly basis to discuss emerging risks, issues and performance against key performance indicators.

In Buckinghamshire & Milton Keynes Fire Authority the Data Protection Officer operates independently and without instruction from the Authority or the Strategic Management Board over the way she carries out tasks, and is free from any conflicts of interest. She is consulted on any privacy issues before papers are submitted to the Chief Finance Officer and Monitoring Officer. The Chief Finance Officer and Monitoring Officer are both members of the Strategic Management Board, helping to develop and implement strategy and to resource and deliver the organisation's strategic objectives.

All material business decisions are taken by the Strategic Management Board (SMB) or by Members. Papers submitted for decision-making purposes must be referred to the Chief Finance Officer and the Monitoring Officer for financial and legal scrutiny prior to any decision being taken. The Chief Finance Officer, supported by the Chief Fire Officer leads the promotion and delivery of good financial management so that public money is safeguarded and used appropriately, economically, efficiently and effectively. This is achieved by a finance team that is suitably resourced, professionally qualified and suitably experienced.

There are nominated lead Members for various work streams and departments. This collaborative approach ensures levels of trust, confidence and awareness constantly improve for the benefit of the public and the service.

The Authority is represented at officer and member level on the three levels of decision making bodies of the Thames Valley Emergency Services Collaboration Programme.

3. Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

2018/19 has continued to see a significant investment in our staff training/development at all levels and across both operational and support functions. This continued investment has contributed to the successful delivery of the on-going transformation programmes set for the organisation.

The Authority Training Needs Analysis (TNA) process continues to assess the need for this type of training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

A revised approach to Senior /Executive Leadership talent identification has been developed with Adrian Thomas. This revised model was successfully piloted during the Area Commander Assessment & Development Centre programme early May 2019.

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The Senior/Executive Leadership Model takes into the account the recently launched national Leadership framework. The model is also designed to be used for nominated individuals to help determine senior level potential as well as for group development centres. Individual tailored development plans is a key outcome, delivered in a way that optimises investment. This option is being considered as part of the 2019 succession planning process and appraisal reviews.

An Employee and Career Development review is underway taking into account feedback from the most recent culture survey. The review group includes Joint Consultation Forum (JCF) members and regular updates are taken to JCF. The most recent JCF update in May 2019 included outcomes from the Institute of Fire Engineering (IFE) review. Feedback from operational staff across all stations has been built in to recommendations to be implemented from 2020.

A modular 'Supportive Leadership' Programme commenced as a pilot from June 2019. Additional Modules identified include Recruitment and Selection, Employee Relations and Effective Communications. This programme, supported by ongoing line management coaching, seeks to ensure first time appointed and newly promoted middle managers are equipped to deliver their duties as efficiently and effectively as possible.

All employees have an annual appraisal, where their commitment to their behaviours linked to the Authority's values is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with business training requirements.

The maintenance and promotion of high standards of its Members is within the purview of the Overview and Audit Committee. To ensure legal compliance and to avoid a conflict of interest arising, there is a panel of four "Independent Persons" shared amongst five other authorities for the purposes of assisting both an individual member and the Authority itself in the event of an allegation being made that a member has breached the Authority's Code of Conduct.

<http://bucksfire.gov.uk/files/3314/0732/6551/10CODEOFCONDUCT.pdf>

[At its meeting on 15 February 2017](#) the Authority approved a revised Code of Conduct complaints procedure in order that, in the event of an allegation being made of misconduct by Members, any allegation could be dealt with more speedily.

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

To support the service there are structured meetings at all levels within the service, with appropriate delegated authority. Timelines are in place so that SMB and Member meetings will be followed by Directorate and then team meetings to ensure the flow of information throughout the whole organisation. Although this is an evolving process, the culture is steadily changing so that minutes from meetings are available both internally and externally through the website.

Further developments to improve the effectiveness and transparency of decision making within the Service were made following the launch of new internal, officer 'boards' aligned to the Authority committee structure. These comprise:

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- A Strategic Management Board, which focuses on strategic direction, strategic risk and acts as a gateway to the Fire Authority;
- A Performance Management Board which focuses on in year performance against agreed targets and budgets;
- A Business Transformation Board which focuses on strategic change and project portfolio management.

At its meeting of 15 February 2017 the Authority undertook careful consideration as to its number of Members, including whether to increase or decrease its size. On balance taking into account the balance between being large enough to allow scrutiny whilst not becoming burdensome in diverting resources away from operational delivery, it resolved to retain the same number of Members (17).

All Directorates have their own risk registers which are regularly reviewed at Directorate meetings. Corporate risks are reviewed quarterly by the Performance Management Board, monthly by the Strategic Management Board and by Members at each Overview and Audit Committee meeting.

In addition to the development of performance software to improve service delivery, the HR and Finance (SAP) system was replaced in 2017/18 by more modern and fit for purpose systems. As well as improving the efficiency of the service the in-built electronic workflow and cloud-based reporting have further improved the level of system based control and resilience.

This improved control has supported managers to monitor and manage attendance levels. It also ensures that the management and administration of employee benefits and payments are linked to establishment control through an integrated system with the approved budgets and the financial ledger.

The Procurement team are continuing to work collaboratively across the Thames Valley fire authorities. New software under a national initiative is being piloted and this, alongside the existing electronic ordering technology will ensure a continued and more effective proactive, open and transparent approach to procuring supplies and services.

5. Developing the capacity and capability of members and officers to be effective

In 2018/19 five new members were appointed onto the Authority.

Members are given an induction welcome pack, which includes information on the service's visions and values, Members' Allowances, Code of Conduct, Protocol on Member and Officer Relations, principal officers and a general overview of the service. New members are given an individual mentor, health and safety training and encouraged to visit their local Fire Station and spend time with the crews.

Members have a training and development programme with regular workshops and a dedicated Member Support Officer.

A number of policies are in place to support and underpin the "fit for purpose" structure. These policies have empowered managers to take responsibility and be accountable for their staff issues with HR advice as required.

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A key part of the performance monitoring continues to be an individual performance management (appraisal) system which ensures that strategic aims are translated into individual objectives creating a "Golden Thread" throughout the service. This is an evolving process with particular challenges in applying this process to the retained duty system staff who have very limited time available.

The performance management system also identifies training and development needs and these are aggregated into a service wide Training Needs Analysis. The service increasingly benefits from more efficient and effective menu driven training delivery more aligned to budget planning timetables and delivered in a variety of formats (including face to face and e-learning).

The Strategic Training Partnership with the Fire Service College was once again a prominent feature in the way operational training was delivered during 2018/19. This progressive approach toward training delivery, continued to promote an environment, in which the operational competences of front-line firefighters and supervisory commanders could to be independently assessed and scrutinised. Thereby, providing the necessary assurance operational staff possessed the appropriate skills, knowledge and understanding that would enable them to safely and effectively fulfil the vast array of demands placed upon them, both at operational incidents and in realistic simulation.

As part of our continued commitment to externally provided assurance of our operations, in 2018 a three-year contract was awarded to Operational Assurance Limited (OAL) after a competitive procurement process. A thematic review of our process for managing operational risk information, the effectiveness of our own operational assurance team and how well our Operational Assurance Model was imbedded. A report making recommendations was received and has been translated into positive action as part of our ongoing operational improvement plan. The report was, as is the case with previous reports, put in the public domain.

During 2019 BFRS will be subject to its first inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). This is a broad inspection look at the Service's effectiveness, efficiency and how well we support and develop our staff. We expect to receive a full report in December 2019, which will be published on the HMICFRS website.

All captured learning derived from the training partnership and assurance arrangements, will ensure continuous improvement remains a key organisational driver in the operational arena for BFRS. SMB has engendered a collegiate approach with Members through holding "Member Workshops" where future options are aired and discussed with Members before a narrower range of formal proposals are taken forward.

During 2019, BFRS will consult with staff, public and other stakeholders on our proposals for our Public Safety Plan 2020-2025. This draft plan for consultation will be derived as a result of analysis of relevant data on incidents and local/regional/national risks. It also considers the observations on the extensive public engagement exercise conducted in the autumn of 2018. As part of the development of the plan the impact of current and future local spatial plans and critical national infrastructure projects (HS2, East/West rail/Heathrow expansion/Oxford-Cambridge Expressway) have been considered in detail.

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6. *Engaging with local people and other stakeholders to ensure robust public accountability*

In terms of the organisational structure, committee meetings are accessible to the public and the dates are published on the website as are the agendas and committee papers, minutes and decisions for those meetings and those of the Thames Valley Control Service Joint Committee to which the Authority appoints 2 Members.

The service complies with the Data Transparency Code (latest version published February 2015) and ensures all the relevant information is published on our external website.

At a more local, direct level there are many examples of how we engage with the public and ensure public accountability:

- The Authority encourages people to contact them if they have any concerns or wish to raise a complaint. The "Complaints about us" procedure (posted on our website) explains how to do this and how we will support them. We treat all concerns and complaints seriously and ask people what resolution they are seeking. We keep them up-to-date with progress and check that they are satisfied when the issue is resolved. We take any learning from the investigation and incorporate it in our processes. We are a learning organisation.
- To encourage communications with us, our privacy statement aims to reassure people how we will protect their privacy. It explains their rights to personal information we hold about them and how to access this. We have a Subject Access Request form on our website which people may choose to use to contact us although they may contact us in other ways if they prefer.
- The service regularly reviews its partnerships to ensure they are appropriate and effective for both the organisation and the public.
- Memoranda of Understanding with other fire and rescue authorities and the police when carrying out fire investigation to improve collaborative working and ensure a more consistent approach to the way we investigate fires / arson.
- BMKFRS is a key stakeholder at a strategic level on both the Safer Stronger Bucks Partnership Board and the Safer MK Partnership. Officers are also engaged and involved in practitioner groups and fora where appropriate, ensuring public engagement and safety initiatives are focussed, effective and measured, whilst working with partner organisations with similar goals and objectives.

Review of effectiveness

Buckinghamshire & Milton Keynes Fire Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the Authority who have responsibility for the development and maintenance of the governance environment.

In addition, the Chief Internal Auditor's annual report, comments made by the external auditors (Ernst & Young), the Operational Assessment, other review agencies and

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inspectorates (referred to earlier) and the Overview & Audit Committee are all sources providing scrutiny and recommendations upon which the management have drawn to compile the action plan set out in Appendix B.

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Audits undertaken and assurance opinion:

Audit assignments	Level of assurance that risks material to the achievement of the system's objectives are adequately managed and controlled.	
	Days	Overall Assurance (all audits undertaken during 2018/19 unless stated)
Core Financial Controls	40	Substantial
Information Security	10	Reasonable
Project Management	10	Reasonable
Stores	10	Limited
Follow Ups	10	
Corporate work/Audit Management	10	
Total	90	

It is a management responsibility to develop and maintain the internal control framework and to ensure compliance. It is the responsibility of Internal Audit to form an independent opinion on the adequacy of the system of internal control.

This opinion should be used as a key strand of the assurance framework which management use to develop their Annual Governance Statement.

The role of the internal audit service is to provide management with an objective assessment of whether systems and controls are working properly. It is a key part of the Authority's internal control system because it measures and evaluates the adequacy and effectiveness of other controls so that:

- The Authority can establish the extent to which they can rely on the whole system; and
- Individual managers can establish the reliability of the systems and controls for which they are responsible.

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This is presented as the Chief Internal Auditor's opinion:

Opinion on the Authority's Internal Control Environment Summary

In my opinion the system of internal control provides reasonable assurance regarding the effective, efficient and economic exercise of the Authority's functions. Findings raised from the internal audit reviews undertaken in 2018/19 have not identified any material weaknesses to the internal control framework. Overall, the Fire Authority has continued to demonstrate a continued robust and effective internal control and risk management environment.

The audit activity in 2018/19 has demonstrated that the Authority continues to improve and develop its key governance processes, and remains focussed on creating a strong system of internal control. The internal audit activity is limited to the scope of the audits within the plan, which represent a sample of the key controls across the Authority, hence we are unable to provide more than a reasonable level of assurance.

A summary of our assignment outcomes and work completed during the year is shown in the table on the previous page.

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Conclusion

As a result of the extensive work undertaken by the management team in reviewing internal structures and reviewing roles and responsibilities as well as the introduction of new systems and processes, working together with the Chief Internal Auditor, the External Auditors and our own Audit Committee, a plan (see Appendix B) is in place to address the weaknesses identified and ensure continuous improvement of the governance system is in place. Appendix A sets out progress against the delivery of the 17/18 Annual Governance Statement action plan.

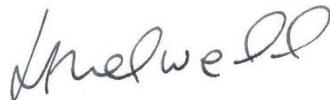
Further to the Chief Internal Auditor's comments, we propose over the coming year to take steps set out in Appendix B to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.



17 July 2019

Signed Date

Councillor Lesley Clarke OBE - Chairman of the Buckinghamshire & Milton Keynes Fire Authority



17 July 2019

Signed Date

Jason Thelwell – Chief Executive and Chief Fire Officer of the Buckinghamshire & Milton Keynes Fire Authority

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Appendix A

Significant Governance Issues addressed in 2018/19

	Issue	Action Plan (as per 2017/18 Statement – Appendix B)	Lead Officer	RAG Status	Progress	Target/ Completion Date
1.	Compliance with the General Data Protection Regulation (GDPR)	<ul style="list-style-type: none"> • Hold “decluttering events” to removed information that is no longer required and amend the retention and destruction schedule to reflect any additional information “types” and retention periods. • Amend process for requests to give or revoke access to common drives to limit permissions to Information Asset Owners and their authorised Information Stewards. • Verify that personally identifiable information (PII) records are held securely with no risk of degradation, obsolescence (of media type), damage or destruction or unauthorised access. • Ensure all departments that process PII maintain Records Of Processing Activity (ROPA). 	Director of Legal & Governance	Green	<p>The General Data Protection Regulation came into effect on 25 May 2018. The Authority had prepared for this by following the “12 Step” guidance from the Information Commissioner’s Office and continues to develop its procedures to promote good governance and respect for the privacy of individuals.</p> <p>Two decluttering events were held in 2018/19 and a significant amount of physical records (paper, cassettes, tapes etc) were destroyed. More events will be held to reduce the amount of electronic data held.</p> <p>The process for approving or revoking access to data on network drives has become “business as usual” providing an auditable trail of authorisation for changes made.</p> <p>Records identified within departmental retention schedules are held in paper or</p>	<p>March 2019</p> <p>Ongoing</p>

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					The need for new or revised privacy statements are considered for all processes.	
2.	Currency of financial and contractual governance documents	<p>Anti-Money Laundering Policy – review and update</p> <p>Purchasing Card Guidelines – review and update</p>	Chief Finance Officer	Green	<p>The Anti-Money Laundering Policy was updated and approved by the Overview and Audit Committee on 18 July 2018.</p> <p>Purchasing Card Guidelines were updated in September 2018.</p>	September 2018
3.	Currency of people governance documents	<p>Officers’ Induction Guidance Notes – review and update</p> <p>Equality and Diversity Policy – review and update</p>	Director of People and Organisational Development	Green	<p>The Induction guidance and paperwork has been updated as part of a suite of procedures,</p> <p>In addition any relevant outcomes from the revised Recruitment and Selection procedure will be added into the induction guidance.</p> <p>An e-learning induction programme was designed for all staff and rolled out for all new starters.</p> <p>In June 2019 a week long induction for newly appointed Station Commanders , known as the Supportive Leadership programme, is being run as a pilot. Following validation, this will be extended to first time appointed managers The ED&I policy was approved by</p>	March 2019

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					Overview and Audit in March 2019 for recommended ratification by the Executive at its July 2019 meeting.	
4.	Pensions administration and reporting	<p>The Authority's Pensions administrators continue to transfer increasing amounts of more complex information requirements on a monthly basis to Employee Services and Payroll. In addition there are a complex range of discretions across 4 main schemes. It is proposed to review the skills, capacity and level of internal pensions officer support required within the service and also carry out a full review of all pension discretions, to ensure they are fit for purpose to support the Authority's People Strategy.</p> <p>It is also planned to review Pensions Communications within the service; this reinforced by suggestions from the October 2017 Culture Survey.</p>	Director of People and Organisational Development	Green	<p>Overall responsibility for Pensions will sit with the Director of Finance and Assets, they will matrix manage in regards to the pensions responsibilities.</p> <p>Roles and responsibilities within Human Resources, Payroll and Finance are currently under review to ensure processes are optimised and that the right capacity and skills are in place. Delivering Pensions services as efficiently and effectively as possible, including responsibilities, form a key element of the review</p> <p>Pensions communications has been improved; a dedicated section of the intranet is updated regularly, meetings held with members of staff individually and on a group basis.</p>	March 2019

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Appendix B

Significant Governance Issues to be addressed in 2019/20

	Issue	Action Plan	Lead Officer	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	February 2020
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 which point the Service will develop an action plan to implement any required improvements and reinforce current successful working practices.</p>	Head of Service Development	December 2019

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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	From September 2019
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	March 2020
5.	Security – People, premises, information.	All new, or significantly changed premises arrangements will be subject to DPIA and other security assessments.	Director of Legal & Governance	March 2020

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	<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>The Premises Security Group will continue to monitor arrangements for site security and make recommendations for improvements.</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.• 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.		
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		<ul style="list-style-type: none"> • Files in shared network drives which remain unclaimed are deleted. • 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. 		
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	March 2020