

## Annual Governance Statement 2020/21 Action Plan

The following actions to address significant governance issues have been agreed and updates will be provided during 2021/22.

### Principle A

Action	Action Owner	Deadline	Updates
To ensure full implementation of officer interests and gifts	Director L&A	March 2022	New advice and guidance in preparation to Directors to reinforce current requirements to have completed records in place by end of March.
To complete the implementation of agreed workstreams and proposals from the good governance review.	Chief Executive	March 2022	Code of Corporate Governance scheduled for February meeting of Governance Committee. Parallel officer guidance due to be disseminated and linked to refreshed officer training on governance.
To review the scheme of delegation as part of the good governance review	Director L&A	March 2022	Under preparation in Directorates. Due for completion to align with revisions to officer structure.

### Principle B

Action	Action Owner	Deadline	Updates
Implement actions arising from the Good Governance Review	Chief Executive	March 2022	Code of Corporate Governance scheduled for February meeting of Governance Committee.
Implement relevant governance actions on openness, culture and collaborative working from Improvement Plan for FRS	CFO	March 2022	WSFRS has introduced a Core Behaviour & Standards Framework and a new Core Code of Ethics and Dignity & Respect Framework. Our engagement strategy means we seek regular feedback from staff in a number of ways including surveys, listening groups, Shadow Board and Service Executive Board Open

Action	Action Owner	Deadline	Updates
			<p>Chair. Fairness and diversity have been further prioritised through the appointment of a Diversity &amp; Inclusion Manager, the introduction of a Diversity &amp; Inclusion steering group and Champions.</p> <p>WSFRS has a long history of excellent partnership working to help us achieve our organisational goals. We particularly work closely with Kent, Surrey and East Sussex fire services through our collaboration with 4Fire partners across various workstreams.</p> <p>We also work closely with our partners within West Sussex, for example, the Safer West Sussex Partnership which brings together Community Safety Partnerships and other organisations to provide a co-ordinated approach to reducing crime and anti-social behaviour in the county. The Service has just been inspected by Her Majesty's Inspectorate for Constabulary and Fire &amp; Rescue Service with the results due to be published in Spring 2022.</p>
Implement actions from the Children First Improvement Plan relating to partnership working	Executive Director CS	March 2022	<ul style="list-style-type: none"> <li>• The following key strategic partnership Boards and monitoring have been maintained and well attended by the Council and partners; <ul style="list-style-type: none"> <li>○ Commissioner's Improvement Board</li> <li>○ Children First Board established as partnership sub-group of Health &amp; Wellbeing Board</li> <li>○ Safeguarding Children Partnership</li> </ul> </li> <li>• Improvement Partner (HCC) Workstreams has been included in the PIP to reflect the joint (WSCC &amp;</li> </ul>

Action	Action Owner	Deadline	Updates
			<p>Hampshire County Council) work to deliver the required partnership improvements</p> <ul style="list-style-type: none"> <li>• Specific areas of the PIP, such as Ofsted Recommendation 1 related to wider partnership working, are being delivered as part of the wider Transformation Programme (e.g.: the implementation of the Family Early Help &amp; Safeguarding Model)</li> <li>• In line with the <i>Children's First</i> vision; the child's voice is considered and evidenced within all the work undertaken within the plan</li> <li>• Success measures are evidenced in highlight and progress reports presented to the relevant strategic boards</li> </ul>
Complete project on partnership and community engagement arrangements as part of good governance review	Director of Communities	March 2022	Cross Council work ongoing, plans for partnership event being developed.
Complete work on equality impact assessment in decision making	Director L&A	March 2022	Incorporated into new guidance for officers on Council governance. To be supported further through political management/decision-making training for CMT.
Complete promotion and training linked to revised whistleblowing policy.	Director L&A	March 2022	To be included in dissemination of new officer guidance on governance.
Implement final proposals and actions from review of scrutiny and learning from good governance review	Director L&A	March 2022	Completed. All revisions to Constitution in place. Internal system of meetings to review effectiveness of new arrangements in place.

## Principle C

Action	Action Owner	Deadline	Updates
Complete arrangements for monitoring and reporting corporate performance relating to Our Council Plan priorities	Chief Executive	March 2022	Complete. The quarterly Performance and Resources Report is now operating, a public document, scrutinised by committees and reported to public Cabinet to support detailed reporting and monitoring of corporate performance.
Implement plans for member roles in performance management arrangements	Director L&A & Director F&SS	March 2022	Performance management including KPIs, finance and risk are reported quarterly to Cabinet and the relevant scrutiny committee.
Completion of governance for climate change strategy	Director of Environment & Public Protection	March 2022	<p>Internal Climate Change Board Established under Chairmanship of Exec Director Place in 2020.</p> <p>First revision of 2020 Climate Change Strategy (CCS) underway with wide internal input. Principles due for consideration by ELT on 23/12/21 prior to draft revision for member consideration in Q4 21/22.</p> <p>Internal audit review of current CCS (to assess how the key aims of the CCS are being embedded into day-to-day practice and decision making across the Council) is scheduled to commence on 11/1/22 and report by 4/3/22.</p>
Develop arrangements for reporting and monitoring output from the new Economic Strategy	Executive Director Place	March 2022	Headline key performance indicators are reported through the quarterly Performance and Resources Report.

Action	Action Owner	Deadline	Updates
			<p>Additional Key Performance Indicators are reported through service business plans</p> <p>Scrutiny reviews progress as part of its programme (e.g. Growth Deals report to the Performance and Finance Scrutiny Committee in Dec 2021)</p>

### Principle D

Action	Action Owner	Deadline	Updates
Children's Improvement Plan implementation	Executive Director CS	March 2022	<ul style="list-style-type: none"> <li>• Improvement Board – The Council has furnished Commissioner, with the evidence required for his report to the Minister with a recommendation that the Children's Trust Direction to be removed. The Commissioner is satisfied with the progress that the Council and the service has made over the last twelve months.</li> <li>• All workstreams in the Practice Improvement Plan (PIP) have been progressed as planned and in accordance with the criteria set out by the Commissioner.</li> <li>• All areas of the PIP are considered for financial sustainability at the bi-monthly practice improvement forum</li> <li>• Covid-19: The service has maintained good staffing levels and service disruption has been kept to a minimum.</li> <li>• Two Ofsted Monitoring Visits have been successfully completed (May 2021 and September 2021).</li> </ul>

Action	Action Owner	Deadline	Updates
			<ul style="list-style-type: none"> <li>• Workforce capacity, safety and morale remain strong, with good management support, including enhanced staff supervision.</li> <li>• Level of demand and performance measures remain stable.</li> <li>• Programme of staff training and management development completed successfully as planned during 2021.</li> </ul>
Fire and Rescue Improvement Plan implementation	CFO	March 2022	<p>We have aligned our Performance Assurance Framework (PAF) core measures to our CRMP, which is scrutinised by the Strategic Performance Board and through a dedicated FRS Scrutiny Committee. The Organisational Assurance &amp; Governance (OAG) team support, facilitate and manage the internal assurance and governance process, programme and project management solutions and strategic analysis.</p> <p>We have a new IT system for performance monitoring (PowerBi) and an updated prevention and protection system (Farynor) introduced to assist local activity across the service through new Local Risk Management Plans (LRMPs).</p> <p>New, and flexible, ways of working have been introduced, both operationally (such as County Crewing and the Service Delivery Centre) as well as through the introduction of initiatives such as virtual meetings, interviews and learning and flexible / home working arrangements.</p>

<b>Action</b>	<b>Action Owner</b>	<b>Deadline</b>	<b>Updates</b>
			Further training in safeguarding and prevention with additional resources in both prevention and protection is helping to better target vulnerable homes and businesses for risk reduction activity. Operational policy is better aligned to national operational learning and guidance and our response strategy utilises a mixed crewing model to ensure deployment of resources against risk. This is all monitored through a Local Risk Management Plan Steering Group and the Performance Assurance Framework to ensure continued progress and improvement against the Services risk management plans.
Implementation of new corporate performance and business planning processes against the Council Plan	Chief Executive	March 2022	Complete. The quarterly Performance and Resources Report is now operating - a public document, scrutinised by committees and reported to public Cabinet to support detailed reporting and monitoring of corporate performance. Service/Departmental Business Planning now in the second year of preparation against the Council Plan priorities and linked to agreed performance measures.
Review of Officer executive Boards governance	Director L&A	March 2022	Underway - focus on Capital and Assets, Economy and Procurement Boards. All to be mapped for clarity. Included in internal officer guide to governance.
Review of capital governance arrangements	Director L&A & Director F&SS	March 2022	Underway as part of review of officer guide and in preparation of material related to budget for February 2022.

## Principle E

<b>Action</b>	<b>Action Owner</b>	<b>Deadline</b>	<b>Updates</b>
Leadership skill development	Director HR & OD	March 2022	Management Development and Coaching Pathways launched on The Point. Roll out of Level 7 Apprenticeships in Leadership and Management.
People Framework roll out and implementation	Director HR & OD	March 2022	People Framework launched. Work continues to develop activities in support of each pillar.
Member skills development following good governance review and scrutiny review	Director L&A	March 2022	Member consultation underway. Member Development Group to review further once all analysis and feedback available.
Complete delivery of programme for member skills and knowledge post May 2021 election	Director L&A	March 2022	Complete save for remaining work on individual member training needs from needs assessment and after period of settling into roles.

## Principle F

<b>Action</b>	<b>Action Owner</b>	<b>Deadline</b>	<b>Updates</b>
Finalise review and plans for corporate risk register oversight and monitoring in light of performance management changes.	Director F&SS	March 2022	The risk register has been incorporated into the Performance and Resources Report to enable the relevant scrutiny committee to comment the relevant risks. The process of risk management continues to be reported to RAAC at each meeting.
Refresh compliance and consistency in scheme of onward delegation from Directors	Director L&A	March 2022	Under preparation in Directorates. Due for completion to align with revisions to officer structure. New format for inward delegation in place.

## Principle G

Action	Action Owner	Deadline	Updates
Internal audit recommendations for governance	Director L&A	March 2022	Being reviewed with internal audit to ensure full response and compliance with recommendations.

### Key

CFO = Chief Fire Officer

Director F&SS = Director of Finance and Support Services

Director HR & OD = Director Human Resources and Organisational Development

Director L&A = Director of Law and Assurance

Executive Director CS = Executive Director Children, Families and Learning