

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	A revised Code of Governance was approved by the Governance Committee on 7 February 2022. 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	Completed - A revised Code of Governance was approved by the Governance Committee on 7 February 2022.
Implement relevant governance actions on openness, culture and collaborative working from Improvement Plan for FRS	CFO	March 2022	Our new People Service plan activity aligns to the WSFRS Core Values, WSCC People Framework, National Fire Chiefs Council Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework. This plan includes a whole

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			<p>service approach to Community Engagement which was reinvigorated at a recent leadership event in January. To underpin this work a Leadership & Cultural Change Programme will be rolled out commencing in Q1 22/23 that will cover some key aspects and a more holistic approach to delivering training for our managers in several areas including. The Service has just been inspected by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Service with the results due to be published in Spring 2022.</p>
<p>Implement actions from the Children First Improvement Plan relating to partnership working</p>	<p>Executive Director CS</p>	<p>March 2022</p>	<p>Completed.</p> <ul style="list-style-type: none"> • 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"> ○ Commissioner's Improvement Board ○ Children First Board established as partnership sub-group of Health & Wellbeing Board ○ Safeguarding Children Partnership • Improvement Partner (HCC) Workstreams has been included in the PIP to reflect the joint (WSCC & Hampshire County Council) work to deliver the required partnership improvements • 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 & Safeguarding Model)

Action	Action Owner	Deadline	Updates
			<ul style="list-style-type: none"> 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 Success measures are evidenced in highlight and progress reports presented to the relevant strategic boards
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. (No change from January 2022 update)
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	Completed - 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.

Action	Action Owner	Deadline	Updates
Implement plans for member roles in performance management arrangements	Director L&A & Director F&SS	March 2022	Completed - 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) is underway with wide internal input. Principles were considered by ELT on 23/12/21 and endorsement by Cabinet will be sought in Spring 2022.</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) has commenced and is expected to report in March 2022.</p>
Develop arrangements for reporting and monitoring output from the new Economic Strategy	Executive Director Place	March 2022	<p>Headline key performance indicators are reported through the quarterly Performance and Resources Report.</p> <p>Additional Key Performance Indicators are reported through service business plans</p> <p>Scrutiny reviews progress as part of its programme (e.g. <i>Growth Deals report to the Performance and Finance Scrutiny Committee in Dec 2021</i>) (no change from January 2022 update)</p>

Principle D

Action	Action Owner	Deadline	Updates
Children's Improvement Plan implementation	Executive Director CS	March 2022	<p>Completed</p> <ul style="list-style-type: none"> • 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. • All workstreams in the Practice Improvement Plan (PIP) have been progressed as planned and in accordance with the criteria set out by the Commissioner. • All areas of the PIP are considered for financial sustainability at the bi-monthly practice improvement forum • Covid-19: The service has maintained good staffing levels and service disruption has been kept to a minimum. • Two Ofsted Monitoring Visits have been successfully completed (May 2021 and September 2021). • Workforce capacity, safety and morale remain strong, with good management support, including enhanced staff supervision. • Level of demand and performance measures remain stable. • Programme of staff training and management development completed successfully as planned during 2021.

Action	Action Owner	Deadline	Updates
Fire and Rescue Improvement Plan implementation	CFO	March 2022	Performance and improvement continues to be closely measured through 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. All actions relating to prevention and protection have now been completed and evaluation and monitoring is now in place. New IT systems for performance monitoring and an updated prevention and protection system introduced now assists local activity across the service through new Local Risk Management Plans (LRMPs).
Implementation of new corporate performance and business planning processes against the Council Plan	Chief Executive	March 2022	Completed - 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

Action	Action Owner	Deadline	Updates
Leadership skill development	Director HR & OD	March 2022	Completed - 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	Completed - 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

Action	Action Owner	Deadline	Updates
Finalise review and plans for corporate risk register oversight and monitoring in light of performance management changes.	Director F&SS	March 2022	Completed - 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