

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. July Update

Principle A

Action	Action Owner	Deadline	Updates
To ensure full implementation of officer interests and gifts	Director L&A	March 2022	<p>July 2022 Ongoing - All Directors and Assistant Directors asked to complete updated records before end of July.</p> <p>March 2022 Update - New advice and guidance in preparation to Directors to reinforce current requirements to have completed records in place by end of March.</p>
To complete the implementation of agreed workstreams and proposals from the good governance review.	Chief Executive	March 2022	<p>July 2022 Completed - The officer guide on Council governance was issued in May 2022, has been disseminated to all senior officers and training programmes are in place.</p> <p>March 2022 Update - 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.</p>

Action	Action Owner	Deadline	Updates
To review the scheme of delegation as part of the good governance review	Director L&A	March 2022	<p>July 2022 Completed – Following revisions to the officer structure in March 2022, the scheme of delegation has been revised to reflect this.</p> <p>March 2022 Update - Under preparation in Directorates. Due for completion to align with revisions to officer structure.</p>

Principle B

Action	Action Owner	Deadline	Updates
Implement actions arising from the Good Governance Review	Chief Executive	March 2022	<p>March 2022 Completed - A revised Code of Governance was approved by the Governance Committee on 7 February 2022.</p>

Action	Action Owner	Deadline	Updates
Implement relevant governance actions on openness, culture and collaborative working from Improvement Plan for FRS	CFO	March 2022	<p>July 2022 Ongoing - The new Community Risk Management Plan (CRMP) was launched on the 01 April 2022. This CRMP includes reference to our People Service Plan which aligns to both the council plan and people framework. This clearly sets out our work to further strengthen the work on culture, behaviours and equalities within WSFRS. This work is underpinned by the leadership and culture change programme which was officially launched in June 2022 to which all fire service leaders will attend to further improve cultural leadership for the organisation. We still the await the report for the recent HMICFRS inspection which we anticipate landing in the first week of July from which we can further adapt our improvement plan into a continuous improvement plan which sets out our key priorities in support of the CRMP.</p> <p>March 2022 Update - 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 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</p>

Action	Action Owner	Deadline	Updates
			Service with the results due to be published in Spring 2022.
Implement actions from the Children First Improvement Plan relating to partnership working	Director CS	March 2022	<p>March 2022 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) 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	Assistant Director of Communities	March 2022	<p>July 2022 - No Update</p> <p>March 2022 Update - Cross Council work ongoing, plans for partnership event being developed. (No change from January 2022 update)</p>

Action	Action Owner	Deadline	Updates
Complete work on equality impact assessment in decision making	Director L&A	March 2022	<p>July 2022 Completed – The officer guide on Council governance was issued in May 2022 and senior officers have received training on it. Further action planned for areas most affected by equality duty in decisions.</p> <p>March 2022 Update - Incorporated into new guidance for officers on Council governance. To be supported further through political management/decision-making training for CMT.</p>
Complete promotion and training linked to revised whistleblowing policy.	Director L&A	March 2022	<p>July 2022 Completed – The officer guide on Council governance issued in May 2022 and disseminated to senior managers covered the whistleblowing policy.</p> <p>March 2022 Update - To be included in dissemination of new officer guidance on governance.</p>
Implement final proposals and actions from review of scrutiny and learning from good governance review	Director L&A	March 2022	<p>March 2022 Completed - All revisions to Constitution in place. Internal system of meetings to review effectiveness of new arrangements in place.</p>

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	<p>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.</p>

Action	Action Owner	Deadline	Updates
Implement plans for member roles in performance management arrangements	Director L&A & Director F&SS	March 2022	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	Assistant Director of Environment & Public Protection	March 2022	<p>July 2022 Completed - Meetings of the Climate Change Board are ongoing with a regular cycle of meetings in place, the next meeting of the CCB is on 20th July 2022. Further ELT consultation took place in March on the Climate Change Strategy and the Cabinet has been briefed on progress. Internal Audit has completed an audit of the governance arrangements for climate change and reported in June 2022 that there is a "reasonable" level of assurance in place.</p> <p>March 2022 Update - 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>

Action	Action Owner	Deadline	Updates
Develop arrangements for reporting and monitoring output from the new Economic Strategy	Director of Place Services	March 2022	<p>July 2022 Completed - Arrangements for the reporting and monitoring of output from the Economy Plan has been fully implemented for 22/23, and this action is now fully completed.</p> <p>March 2022 Update - 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 (<i>e.g. 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	Director CS	March 2022	<p>March 2022 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	<p>July 2022 Ongoing - The main actions for the improvement plan have now been completed and we await the report from the recent HMICFRS inspection to verify the success of this work and to identify any future improvements or adaptations. We anticipate some further learning based on our own self-assessment, which, subject to the HMI report will be incorporated into a continuous improvement board to supplement the existing performance and assurance framework and scrutiny process already embedded within our governance.</p> <p>March 2022 Update - 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).</p>
Implementation of new corporate performance and business planning processes against the Council Plan	Chief Executive	March 2022	<p>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.</p>

Action	Action Owner	Deadline	Updates
			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	<p>July 2022 Ongoing – partly completed through issuing of the officer guide to governance. Additional work underway to clarify and unify the operation of ELT Boards and make terms of reference transparent.</p> <p>March 2022 Update - Underway - focus on Capital and Assets, Economy and Procurement Boards. All to be mapped for clarity. Included in internal officer guide to governance.</p>
Review of capital governance arrangements	Director L&A & Director F&SS	March 2022	<p>July 2022 Completed – The officer guide on Council governance was issued in May 2022 and senior officers have received training on it.</p> <p>March 2022 Update - Underway as part of review of officer guide and in preparation of material related to budget for February 2022.</p>

Principle E

Action	Action Owner	Deadline	Updates
Leadership skill development	Director HR & OD	March 2022	March 2022 Completed - Management Development and Coaching Pathways launched on The Point. Roll out of Level 7 Apprenticeships in Leadership and Management.

Action	Action Owner	Deadline	Updates
People Framework roll out and implementation	Director HR & OD	March 2022	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	<p>July 2022 Completed - Member skills training and development identified through the Good Governance and Scrutiny reviews were included within the induction programme developed by MDG and delivered between May and July 2021. This included training in being an effective councillor, the Code of Conduct and Standards, the role of the local councillor, chairmanship skills and scrutiny practice and effectiveness. In addition, a tailored induction programme for the Cabinet was delivered by the Local Government Association. MDG reviewed the effectiveness of the induction programme in October 2021 and has ensured that key aspects of the development needs identified through the Good Governance and Scrutiny reviews have been embedded within the ongoing programme of member development. This has been supported by the introduction of Training Needs Analysis (TNA) process for all members which provides members with the opportunity to address any individual development needs.</p> <p>March 2022 Update - Member consultation underway. Member Development Group to review further once all analysis and feedback available.</p>

Action	Action Owner	Deadline	Updates
Complete delivery of programme for member skills and knowledge post May 2021 election	Director L&A	March 2022	March 2022 Completed 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	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	<p>July 2022 Completed – The officer guide on Council governance issued in May 2022 alongside single form for onward delegation schemes as adopted by Director and Assistant Directors.</p> <p>March 2022 Update - Under preparation in Directorates. Due for completion to align with revisions to officer structure. New format for inward delegation in place.</p>

Principle G

Action	Action Owner	Deadline	Updates
Internal audit recommendations for governance	Director L&A	March 2022	July 2022 Ongoing - Actions from internal audit reports completed or underway in accordance with timetable. March 2022 Update - 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

Director CS = Director of Children, Families and Learning