

Annual Governance Statement Action Plan 2019-20

March 2021 Update

Principle A: Integrity and Compliance

Action and link to risk register (if applicable)	Action Owner	Progress Reports
To complete the refresh of the whistleblowing procedures	Director of Law & Assurance	Completed – action to promote and train contact officers now planned.
To ensure full implementation of officer interests and gifts	Director of Law & Assurance	To be undertaken as part of business plan work from April 21
To complete the external good governance review and plan the implementation of agreed proposals.	Chief Executive	Completed. Action plan for implementation underway and being reported to Governance Committee regularly
To review the scheme of delegation as part of the good governance review. (Risk LA7)	Director of Law & Assurance	Completed – kept under regular review
18-19 – To plan review of anti-fraud, corruption and bribery policies (Risk CR7)	Director of Law & Assurance	To be discussed with internal audit as part of audit plan

Principle B: Openness and Stakeholders

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Implement actions arising from the Governance Review (Risk CR7)	Chief Executive	Covered in several parts of this action plan
Implement actions from Improvement Plan for Fire & Rescue Service	Chief Fire Officer	All improvement projects are progressing well and monitored from a service perspective and by Fire & Rescue Scrutiny Committee on a quarterly basis. This is underpinned by the Service Performance & Assurance Framework to ensure transparent performance monitoring. The initial work externally reviewed through our Independent Advisory Panel (IAP) and progress noted through the Scrutiny Committee in the closure of the IAP (just one year after the IAP was implemented) as

Action and link to risk register (if applicable)	Action Owner	Progress Reports
		reported to full Council in February.
Implement actions from the Children First Improvement Plan	Executive Director of Children, Young People and Learning	<ul style="list-style-type: none"> • The Directorate has developed a Practice Improvement Plan (PIP) to address the headline issues. • The PIP is reviewed regularly by the Department Leadership Team and the Commissioners Improvement Board. • Reports to Full Council have kept all members regularly updated. • Director of Children's Services exercising senior level profile as Executive Director, reporting to Chief Executive; experienced Departmental Management Team recruited and fully operational. • Improved rigour of scrutiny and constructive challenge through CYPSSC has been widely acknowledged. • Corporate parenting functions have been strengthened with the adoption of new Children Looked After & Care Leavers' Strategy in December 2020. • Comprehensive service transformation & redesign programme is being rolled out during 2021. • Staff fully engaged; vision and values agreed and adopted to promote positive culture as foundation of good service, promoting shared understanding of 'what good looks like'. • All service improvement work predicated on demonstrable benefit, prevention, and financial efficiency principles.

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Children's Improvement Board to enhance partnership engagement	Executive Director of Children, Young People and Learning	<ul style="list-style-type: none"> • Improvement Board now well established under Chairmanship of Children's Services Commissioner and meeting as a partnership board in alternate months. • Children First Board established as partnership sub-group of Health & Wellbeing Board; first meeting 08/10/2020. • Safeguarding Children Partnership relaunched, fully compliant and independently chaired. It demonstrates close collaborative working, led by the Council, Police and CCG. • All partners are closely involved in discussions about service transformation programme. • Relaunched Corporate Parenting Panel increasing in effectiveness under chairmanship of Cabinet Member. • Protocols agreed with district councils to improve joint response on housing issues.
Identify and implement actions related to planning for a Children's Trust	Chief Executive and Executive Director of Children, Young People and Learning	Work not currently required in light of revised Direction from DfE. Review in 12 months.
Complete work on equality impact assessment in decision making	Director of Law & Assurance	Review completed. Further detailed work covered in actions in good governance actions.
Complete engagement, promotion and training linked to revised whistleblowing policy.	Director of Law & Assurance	Work currently underway with Director of HR and OD
Implement final proposals and actions from review of scrutiny and learning from good governance review	Director of Law & Assurance	Underway. Scrutiny review actions completed. Further scrutiny review likely after May 2021 as action from good governance review output.

Action and link to risk register (if applicable)	Action Owner	Progress Reports
18-19 - To complete roll out of Modern.gov systems for democratic processes	Director of Law & Assurance	Delayed by other IT priorities in Democratic systems.

Principle C: Sustainability

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Review of process for setting or varying West Sussex Plan priorities	Chief Executive	Completed – report to full Council February 2021
Review of member engagement for performance management arrangements	Director of Law & Assurance and Director of Finance & Support Services	Completed as part of development and approval of Reset Plan to Council February 2021
Review of Total Performance Monitor content and processes	Director of Finance & Support Services	The review will commence after the February Council (budget and reset plan) and will be completed to inform the first quarter performance monitoring report for 2021/22.
Completion of governance for Climate Change Strategy	Director of Environment & Public Protection	Climate Change is an underpinning theme within the Reset Plan and within KPIs for monitoring. An officer Climate Change Board has been set up under the Chairmanship of the Executive Director of Place Services with senior representation across the organisation to monitor progress of climate change actions. The Board is accountable to the Executive Leadership Team Board recommendations will be reported as part of the annual report to Full Council required in the Climate Change Strategy
Develop actions from the new Economic Strategy	Executive Director of Place Services	Completed - The Economy Reset Plan 2020-2024 was adopted in November 2020. For each of the nine priority themes in the Plan, headlines actions are stated along with the responsible service.

Principle D: Optimising Interventions

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Children's Improvement Plan implementation (CR61)	Executive Director of Children, Young People and Learning	<ul style="list-style-type: none"> • All workstreams in the refreshed Practice Improvement Plan (PIP) directly support better outcomes and improved experience for children and young people. • Covid-19: The Service has responded well in the pandemic and vulnerable children have continued to receive good levels of service. This was confirmed by Ofsted as part of the Focused Visit in October 2020. • Following Ofsted Focused Visit, a sequence of quarterly Ofsted Monitoring Visits established (next visit in May 2021). • Workforce capacity, safety and morale remain strong, with good management support. • Level of demand and performance measures remain stable, with effect of school closures catered for. • Integrated Front Door with Early Help implemented (Jan 2021) to improve and simplify process for referral of children from any source. • Programme of staff training and management development being rolled out during 2021. • Staff retention scheme has achieved objective (92% take-up at Feb 2021); terms and conditions will be formalised during 2021. • Quality of Practice: strong focus on improving quality of casework and recording, with constructive challenge from Hampshire CC as Partner in

Action and link to risk register (if applicable)	Action Owner	Progress Reports
		Practice; auditing regime provides strong assurance. • Specific service improvement programmes in progress – e.g. Residential, Fostering services.
Fire and Rescue Improvement Plan implementation (Risk CR60)	Chief Fire Officer	This risk is in the process of being reviewed to determine the most suitable level of monitoring and governance. This work is also assessed at directorate level under our Head of Organisational Assurance and Governance. This assessment of risk will also continue to be closely monitored through our Programme Steering Board, Service Executive Board as well as the Strategic Performance Board.
Review of Total Performance Framework form and process	Director of Finance & Support Services	The review will commence after the February meeting to approve the budget and reset plan and will be completed to inform the first quarter performance monitoring report for 2021/22.
Review of officer executive boards	Director of Law & Assurance	Underway as part of good governance action plan
Review of capital governance arrangements	Director of Law & Assurance and Director of Finance & Support Services	Underway as part of good governance action plan

Principle E: Leadership and Capability

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Leadership skill development	Director of Human Resources and Organisational Development	Revision of the Being a Leader and Manager Framework complete - focus on values, behaviours and expectations. Leadership Development options include Apprenticeships, Values Centred Leadership and a Leadership Forum. Manager

Action and link to risk register (if applicable)	Action Owner	Progress Reports
		Induction revised and support via coaching and mentoring to develop skills and capability
Workforce strategy – called the People Framework	Director of Human Resources and Organisational Development	Development of the Framework well underway. The Framework underpins the Council Plan defining how we will lead and support our staff in a supportive and inclusive culture to deliver the ambitions of the Council and be the best they can be. A series of Kickstart projects are underway which will develop the elements of the Framework including Leadership, Values, wellbeing and ways of working, Performance and Development and Talent and Resourcing. All these are underpinned by Equality, Diversity and Inclusion
Member skills development following good governance review and scrutiny review	Director of Law & Assurance	Included in member induction plan approved by Governance Committee January 2021.
Plans for member skills and knowledge in preparation for post May 2021 election	Director of Law & Assurance	Completed and approved by Governance Committee January 2021

Principle F: Risk and Performance

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Finalise review and plans for corporate risk register oversight and monitoring	Director of Finance & Support Services	The review will be undertaken in the spring and the results will be incorporated in the updated Risk Management Strategy presented to RAAC at the July meeting.
Refresh compliance and consistency in scheme of onward delegation from Directors	Director of Law & Assurance	Part completed. Some service areas to be addressed as part of business planning from April 2021
Finalise internal governance and arrangements for assurance in relation to Health and Safety	Director of Human Resources and Organisational Development	Completed - Revised H&S Governance arrangements in place

Principle G: Audit and Transparency

Action and link to risk register (if applicable)	Action Owner	Progress Reports
Internal audit recommendations for governance	Director of Law & Assurance	Part completed. Further actions being discussed with internal audit.