

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update January 2020
Principle A – Integrity and compliance				
A refresh of the Whistleblowing policy		Director of Law and Assurance	To review, seek Standards Committee approval and ensure greater corporate awareness	New policy drafted after internal consultation. External advisers engaged to develop promotion and training. Will present update to next meeting of Standards Committee
To review and act on effectiveness of Data Protection processes	CR7	Director of Law and Assurance	To analyse data on policy and systems effectiveness and address risks or areas of weakness	Staff handbook to guide and instruct settled for promotion to all staff. New on-line learning tool rolled out. Risks assessed continually against breach data.
Review of effectiveness of system for recording officer interests	CR7	Director of Law and Assurance	To take action to ensure compliance in recording and publication	All Directors and Executive Directors advised of expectations and deadline for return of data with a view to publication of records.
To plan review of anti-fraud corruption and bribery policies	CR7	Director of Law and Assurance	Work with internal audit to ensure up to date policies	Contact made with Internal Audit for timetable for action as part of 2020 audit plan.
To clarify areas of overlap or conflict within the scheme of delegation	LA7	Director of Law and Assurance	To ensure all Directors have up to date arrangements in place and to ensure corporate clarity of systems and expectations	Subject to on-going review in light of further senior leadership changes and appointment of new Chief Executive.

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update January 2020
Principle B – Openness and Stakeholders				
To settle arrangements for member engagement in budget planning to align with resource and service priorities		Director of Law and Assurance and Director of Finance and Support Services	Ensure timely plans and arrangements for member engagement for budget plans for 2020 budget decisions.	Completed – scrutiny and member engagement for revenue and capital budget planning in place and aligned to Council decisions February 2020.
To promote greater openness in executive decisions and Forward Plan	CR61	Director of Law and Assurance	Refresh of Forward Plan and corporate awareness	Completed - Forward Plan format reviewed, executive decision-making governance provisions changed and cabinet meetings governance approved by Council December 2019.
Review of County Local Committees to consider their effectiveness and purpose, format and engagement and review of grant funding arrangements		Director of Law and Assurance	Oversee member review and report to Governance Committee.	Completed. Output from review approved by Council December 2019.
To complete roll out of Modern.gov systems for democratic processes.		Director of Law and Assurance	Align with IT systems and ensure full effectiveness of system.	Action to escalate additional capabilities of system once new IT systems rolled out fully.
Digitisation of customer and resident engagement		Director of Communities	Implement plans from Transformation project	Right Service Right Place is our current Customer Programme of change and a number of customer journeys were

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				<p>identified that would make it easier for our customer's if they were digitalised. To support this change we procured a new e-form platform 'Firmstep' and we have now built and delivered 23 E-forms. Customer Experience have also identified over 230 forms that need to be created using the new platform and work with the service areas have begun and it is also anticipate that this number will continue to rise.</p> <p>In 2018 we launched our new payments system giving the ability to pay for services via the internet and over the phone with our Customer Service Centre advisors. The solution also introduced chip and pin capability for our Registration service. The solution is now being expanded to offer contactless chip and pin, paperless direct debit, recurring card payments and an automated telephone payment solution all of which will support the move to giving our customers the choice of which digital channel they use in order to pay for services. This will be going live during the first half of 2020 as each element will have its own timescale.</p>

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Development of Joint Health and Wellbeing Strategy for promotion and dissemination through the Council.		Director of Public Health	Implement commitments in revised H&W Strategy	<p>Following the launch of the West Sussex Joint Health and Wellbeing Strategy 2019-24 in April 2019, Health and Wellbeing Champions have been developing and progressing implementation of the prioritised goals for Year 1. Full progress will be reported to the West Sussex Health and Wellbeing Board in April 2020. To date, the following progress has been achieved:</p> <p>System Leaders</p> <ul style="list-style-type: none"> • Collaborative Working Agreement between the HWB, Safeguarding Adults' Board, Safeguarding Children's Partnership and Safer West Sussex Partnership – launched on 24th October 2019 • Strengthening place-based approach; holding public meetings in District and Borough councils • "Making Every Contact Count" (MECC) Workforce Programme <p>Starting Well</p> <ul style="list-style-type: none"> • Approach to mental and emotional wellbeing, including self-harm, in

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				<p>educational settings</p> <ul style="list-style-type: none"> • Championing Children First Approach • Developing a whole system approach to Children’s Healthy Weight <p>Living and Working Well</p> <ul style="list-style-type: none"> • Extending West Sussex Wellbeing Programme Partnership with District and Borough councils • Cross Council approach to Healthy Public Planning Policy • Development of Workplace Wellbeing Framework • Implementing West Sussex Tobacco Control Strategy <p>Ageing Well</p> <ul style="list-style-type: none"> • Developing a West Sussex approach to loneliness and social isolation • Developing a co-production approach with the voluntary sector • Falls Prevention Programme • Ageing Well Campaign launched 1st October 2019

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Promote greater partnership working (Children's and Adults Services)		Acting Executive Director of Children, Young People and Learning	<p>Corporate Parenting Panel and Improvement Board commitments and as set by the Improvement Plan</p> <p>NB These are areas within the scope of the responsibilities of the Commissioner appointed by the Dept. for Education (DfE) following the November 2019 Commissioner's report.</p>	<ul style="list-style-type: none"> ▪ Corporate Parenting Panel – revised Constitution agreed at County Council, December 2019, further strengthening role and broadening membership; ▪ Strengthening linkages with Health & Wellbeing Board and Safeguarding Children Partnership (LSCP); ▪ Improvement Board overseeing Practice Improvement Plan and mobilising partnership being revised following appointment of Children's Commissioner who is to chair; ▪ Domestic Abuse Partnership Board and Multi-Agency Risk Assessment Conference steering group set up; ▪ Improvement Plan includes provisions to work more closely with partners on topics such as: Neglect, Private Fostering, Corporate Parenting issues, Health Assessments, Care Leavers' needs, especially accommodation; ▪ All of the ten recommendations contained in the published Commissioner's report regarding corporate and service governance have either been implemented in full, or plans

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				<p>are in place to take them forward.</p> <ul style="list-style-type: none"> ▪ The County Council has responded with transparency to the Commissioner's report, with a Cabinet discussion in public on 14 January 2020; the new Leader and Cabinet Member are strongly committed to the service improvement agenda, and an open and inclusive leadership style.
Consultation Q&A system effectiveness review		Head of Communications and Engagement	Review to be undertaken in 2019	Completed - There was a complete review of the Research Governance and Consultation Quality Assurance (QA) system during 2019. QA Process review began in December 2018 (in collaboration with QA Steering Group Stakeholders) via a QA process user survey to help identify and direct actions/improvements during 2019. Key findings were very positive overall and several actions were agreed. We will continue to monitor the QA process through user surveys/ feedback to help inform continuous improvement of this service.
Compliance for consistent and appropriate key decision-making.	CR7	Director of Law and Assurance	Refresh of systems and dissemination to Corporate Leadership Team	Changes to governance approved by Council (Principle A). Will monitor for compliance over new few months.

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To refresh the use and application of the Equality Policy		Director of Law and Assurance	Review guidance and systems to ensure compliance and consistency	Further guidance to be provided to Directors. Action underway to align with actions from Internal Audit report on Equality Impact assessment effectiveness
Principle C – Sustainability				
Review of West Sussex Plan targets and measures 2017-22		Chief Executive		Action subject to review in light of changes to corporate priorities – and paused pending appointment of Chief Executive
To complete the revision of the Council's Social Value Policy and its use.		Director of Finance and Support Services	Prepare and implement revised policy	Completed - The Procurement & Contract Management team have developed a more enhanced approach to Social Value, including a new Framework that deepens consideration and application of Social Value throughout the Procurement lifecycle. Development of our new Framework is aligned to the National TOMS Framework, including its measures and objectives and we have created a detailed set of KPIs that can be used across the three themes of Social Value - Social, Economic and Environmental. Our Procurement process includes 6 stages of activity throughout the Procurement lifecycle and Social Value is incorporated at each stage.

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update January 2020
To refresh the Sustainability Policy		Director of Environment and Public Protection	Prepare and implement revised policy	<p>The WSCC Sustainability Strategy and accompanying Action Plan finishes in 2019. We are researching the scope for a replacement plan, which is likely to have a focus on the natural environment and climate change. West Sussex County Council has a <u>clear commitment</u> to sustainability and reducing our carbon footprint. We've already committed to try to be carbon neutral by 2030, we have existing commitments in our West Sussex Plan, such as air quality, electric vehicles and adapting to climate change. With a stronger understanding of the social, health and economic benefits of a high quality natural and healthy environment, our replacement plan will help us to continue this work.</p> <p>A Forward Plan entry is expected in February 2020, with scrutiny in March 2020 and Cabinet approval around April 2020.</p>
Greater focus on reviews of directorate business plans		All Directors		Action subject to changes to corporate priorities – and paused so as to be led by newly appointed Chief Executive with the Corporate Leadership Team (Directors)

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update January 2020
Review the resources to ensure effective of scrutiny by Select Committees		Director of Law and Assurance	Oversee member led review of scrutiny and ensure effectiveness in relation to specific service improvement plans.	Completed. Output from Member TFG and external health check and additional changes endorsed by Council December 2019. Need to implement changes.
Principle D – Optimising Interventions				
To review governance of executive officer boards		Director of Law and Assurance	Carry out and implement review and ensure transparency	Will review further following appointment of Chief Executive. Focus to be on service improvement governance.
To ensure effectiveness of capital programme governance		Executive Director Place Services	Carry out and implement review and ensure transparency	In-house <u>P3M3</u> review of Programme and Project maturity undertaken. Key findings related to weakness in senior-level ownership of the process and a lack of consistency in implementation. Action Plan to introduce Portfolio Management understanding and practices, enhanced Programme and Project maturity and more efficient and transparent governance drafted for consideration of new Director Assets and Property and Capital and Assets Board. The action plan is now being taken forward.

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Verification of data input into the performance Dashboard		Head of Performance	Carry out and implement review and ensure transparency	To be considered as part of a review of corporate performance measures by the new Leader and Chief Executive in 2020.
To ensure governance, resources and systems are available to support the improvement plan for Children's Services as required.	CR61	Acting Executive Director of Children, Young People and Learning	<p>Oversee review as part of improvement plan</p> <p>NB These are areas within the scope of the responsibilities of the Commissioner appointed by the Dept. for Education (DfE) following the Commissioner's report of November 2019.</p>	<ul style="list-style-type: none"> • Setting up an Improvement Board, now chaired by the Commissioner for Children's Services to oversee the Improvement Plan, with an Improvement Partnership Board alongside; • the appointment of senior improvement leads and a team to support improvement programme; • Improving rigour of scrutiny by Scrutiny Committee including regularly receiving direct testimony from children, front-line staff and partners; • Strengthening the role and membership of the Corporate Parenting Panel; • Strengthening corporate parenting role of all WSCC members; • Children's voice to be integrated into all activities; • Improvement Plan agreed by Ofsted; • New practice standards being developed for partnership; • Creating an Investment Plan to resource the activities above appropriately;

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				<ul style="list-style-type: none"> • Work in progress on creating Children First Strategic Approach to give a new focus, with partners, on the entirety of work with children, young people and families (to be adopted March 2020); • Director of Children’s Services now confirmed as Executive Director of Children, Young People and Learning, with responsibility for both social care and education outcomes; • Appointment of Hampshire County Council as Partner in Practice provides additional assurance that service improvements can be sustained during 2020; • Findings of first Ofsted Monitoring Visit (December 2019) provide encouragement that service improvement is taking root – through e.g. more stable staffing and better timeliness and quality of practice; service leadership is determined to sustain this trajectory, and has a clear understanding of where further improvement is needed; • Comprehensive staff training and engagement programmes are being

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update January 2020
				rolled out, to address quality, performance and cultural issues.
To ensure governance, resources and systems are available to support the improvement plan for Fire and Rescue Services as required.	CR60	Chief Fire Officer	Oversee review as part of improvement plan	HMICFRS Resource plan now in implementation phase and HMIC Improvement Board continuing monthly now chaired by the CFO. FRS Programme Office now responsible for the programmatic approach to support the delivery outcomes
Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Training and development for senior leaders		Director of HR and OC	Carry out and implement review	As part of the corporate improvement plan we will be commissioning bespoke development programme for leaders in WSCC, having scoped work with LGA by Feb 2020. In addition, there will be top team development for ELT.
To ensure recruitment and retention processes support capacity challenges in social care staffing	CR11	Acting Executive Director of Children, Young People and Learning	Carry out and implement review	A financial support for recruitment and retention scheme for 'hard to fill' Children's Social Workers was launched in May 2019. The scheme links to the Council's revised Policy 'Financial Support for Recruitment and Retention- Policy and Provisions'; and has been successful in helping to significantly reduce the 'vacancy gap' i.e. the number of posts that not filled by a

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				<p>permanent employee who is at work (as opposed to away due to career break or other sustained absence) or being covered by an agency worker) to less than 2% from 18% in February 2018 – it is now the lowest it has ever been. By September 2019 93% of eligible staff had signed up for scheme. Employment terms are now competitive with any neighbouring authority, and a new recruitment drive for permanent staff has been launched.</p> <p>The development of an accurate establishment list and record of employees and/or agency workers has been a critical part of this work and this level of detail is now being sought and planned within adults’ services. Adults services has an approved resource plan to tackle its immediate challenges and a restructure of the service is planned. At this stage there are no plans for a recruitment and retention scheme within Adults Services’, though the need will be kept under review.</p>

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To review capacity in relation to risk management tasks in Fire and Rescue		Chief Fire Officer	Carry out and implement review	Post review determines a dedicated SLT member remains as responsible officer for the oversight of FRS Risk management tasks. To be reviewed again upon completion of FC20 project and HMI improvements
Principle F – Risk and Performance Management				
To complete a review of the Council’s Health and Safety governance and assurance	CR50	Director of HR&OC	Carry out and implement review	As part of the corporate improvement plan we will be commissioning bespoke development programme for leaders in WSCC, having scoped work with LGA by Feb 2020. In addition, there will be top team development for ELT.
To ensure Resilience and Emergency arrangements are sound		Chief Fire Officer	Carry out and implement review	RET remain a direct line report to a Principal Officer, providing direct oversight and performance leadership. Current arrangements to be reviewed to ensure continued arrangements are sound during the FRS Structure review.