

## Principle A – Integrity and compliance

2018-19 Annual Governance Statement - Issue	Risk Register (Ref)	Responsible Officer	Action(s)	Update November 2020
A refresh of the Whistleblowing policy	Not applicable	Director of Law and Assurance	To review, seek Standards Committee approval and ensure greater corporate awareness	New policy drafted after internal and external consultation. Approved by Governance Committee July 2020.
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 and promoted to all staff. New on-line learning tool rolled out. Risks assessed continually against breach data by dedicated DP team.
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. Refreshed October 2020.
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. Adults and Children's remain outstanding.

## Principle B – Openness and Stakeholders

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To settle arrangements for member engagement in budget planning to align with resource and service priorities	Not applicable	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 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	Not applicable	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.	Not applicable	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	Not applicable	Director of Communities	Implement plans from Transformation project	Right Service Right Place is current Customer Programme of change and a number of customer journeys were identified to be digitalised. New e-form platform 'Firmstep' and now built and delivered 23 E-forms. Customer Experience

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				<p>have also identified over 230 forms that need to be created using the new platform and work begun.</p> <p>Launched new payments system with ability to pay via the internet and over the phone and chip and pin capability for our Registration service. The solution will offer contactless chip and pin, paperless direct debit, recurring card payments and an automated telephone payment (from first half of 2020).</p>
Development of Joint Health and Wellbeing Strategy for promotion and dissemination through the Council.	Not applicable	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 reported to the West Sussex Health and Wellbeing Board in April 2020. To date, the following progress has been achieved:</p> <p><b>System Leaders</b></p> <ul style="list-style-type: none"> <li>• Collaborative Working Agreement between the HWB, Safeguarding Adults' Board, Safeguarding Children's Partnership and Safer West Sussex Partnership – launched on 24 October 2019</li> </ul>

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				<ul style="list-style-type: none"> <li>• Strengthening place-based approach; holding public meetings in District and Borough councils</li> <li>• “Making Every Contact Count” (MECC) Workforce Programme</li> </ul> <p><b>Starting Well</b></p> <ul style="list-style-type: none"> <li>• Approach to mental and emotional wellbeing, including self-harm, in educational settings</li> <li>• Championing Children First Approach</li> <li>• Developing a whole system approach to Children’s Healthy Weight</li> </ul> <p><b>Living and Working Well</b></p> <ul style="list-style-type: none"> <li>• Extending West Sussex Wellbeing Programme Partnership with District and Borough councils</li> <li>• Cross Council approach to Healthy Public Planning Policy</li> <li>• Development of Workplace Wellbeing Framework</li> <li>• Implementing West Sussex Tobacco Control Strategy</li> </ul> <p><b>Ageing Well</b></p> <ul style="list-style-type: none"> <li>• Developing a West Sussex approach to loneliness and social isolation</li> <li>• Developing a co-production approach with the voluntary sector</li> </ul>

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				<ul style="list-style-type: none"> <li>• Falls Prevention Programme</li> <li>• Ageing Well Campaign launched 1<sup>st</sup> October 2019</li> </ul>
Promote greater partnership working (Children's and Adults Services)	Not applicable	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"> <li>▪ Corporate Parenting Panel – revised Constitution agreed at County Council, December 2019, further strengthening role and broadening membership;</li> <li>▪ Strengthening linkages with Health &amp; Wellbeing Board and Safeguarding Children Partnership (LSCP);</li> <li>▪ Improvement Board overseeing Practice Improvement Plan and mobilising partnership being revised following appointment of Children's Commissioner who is to chair;</li> <li>▪ Domestic Abuse Partnership Board and Multi-Agency Risk Assessment Conference steering group set up;</li> <li>▪ 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;</li> <li>▪ All of the ten recommendations contained in the published Commissioner's report regarding corporate and service governance have</li> </ul>

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				<p>either been implemented in full, or plans are in place to take them forward.</p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
Consultation Q&A system effectiveness review	Not applicable	Head of Communications and Engagement	Review to be undertaken in 2019	Completed - There was a full review of the Research Governance and Consultation Quality Assurance (QA) system in 2019. Key findings were very positive overall and several actions taken. We will continue to monitor the QA process.
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.
To refresh the use and application of the Equality Policy	Not applicable	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

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Review of West Sussex Plan targets and measures 2017-22	Not applicable	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.	Not applicable	Director of Finance and Support Services	Prepare and implement revised policy	Completed - The Procurement & Contract Management team has developed a more enhanced approach to Social Value, including a new Framework to apply social Value throughout the Procurement lifecycle. It 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.
To refresh the Sustainability Policy	Not applicable	Director of Environment and Public Protection	Prepare and implement revised policy	The WSCC Sustainability Strategy and accompanying Action Plan finished in 2019. Replacement plan with focus on the natural environment and climate change with a stronger understanding of the social, health and economic benefits of a high quality natural and healthy environment. Forward Plan entry February 2020, with scrutiny in March 2020 and Cabinet approval around April 2020. Delayed but now implemented and approved

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Greater focus on reviews of directorate business plans	Not applicable	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) Part of ongoing re-set and re-boot – for further action.
Review the resources to ensure effective of scrutiny by Select Committees	Not applicable	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. Ongoing within Good Governance plans.

### **Principle D – Optimising Interventions**

<b>2018-19 Annual Governance Statement - Issue</b>	<b>Risk Register (Ref)</b>	<b>Responsible Officer</b>	<b>Action(s)</b>	<b>Update November 2020</b>
To review governance of executive officer boards	Not applicable	Director of Law and Assurance	Carry out and implement review and ensure transparency	Delayed for inclusion in good governance plans and 'streamlined decision making' activity.
To ensure effectiveness of capital programme governance	Not applicable	Executive Director Place Services	Carry out and implement review and ensure transparency	In-house 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



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				transparent governance drafted for consideration of new Director Assets and Property and Capital and Assets Board. The action plan is now being taken forward as part of good governance.
Verification of data input into the performance Dashboard	Not applicable	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 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	Executive Director of Children, Young People and Learning	Oversee review as part of improvement plan  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.	<ul style="list-style-type: none"> <li>• Improvement Board, now chaired by the Commissioner for Children's Services to oversee the Improvement Plan, with an Improvement Partnership Board alongside;</li> <li>• Completed appointment of senior improvement leads and a team to support improvement programme;</li> <li>• Improving rigour of scrutiny by Scrutiny Committee including regularly receiving direct testimony from children, front-line staff and partners;</li> <li>• Strengthened the role and membership of the Corporate Parenting Panel;</li> <li>• Strengthening corporate parenting role of all WSCC members;</li> <li>• Children's voice to be integrated into all activities;</li> <li>• Improvement Plan agreed by Ofsted;</li> <li>• New practice standards being developed for partnership;</li> </ul>

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				<ul style="list-style-type: none"> <li>• Created Children First Strategic Approach to give a new focus, with partners, on the entirety of work with children, young people and families (March 2020);</li> <li>• Director of Children’s Services confirmed as Executive Director of Children, Young People and Learning, with responsibility for both social care and education outcomes;</li> <li>• Appointment of Hampshire County Council as Partner in Practice provides additional assurance that service improvements sustained during 2020;</li> <li>• Findings of first Ofsted Monitoring Visit (December 2019) provided encouragement that service improvement is taking root and has a clear understanding of where further improvement is needed;</li> <li>• Comprehensive staff training and engagement programmes rolled out, to address quality, performance and cultural issues.</li> </ul>
To ensure governance, resources and systems are available to support the improvement plan	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

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for Fire and Rescue Services as required.				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**

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Training and development for senior leaders	Not applicable	Director of HR and OC	Carry out and implement review	Plan to commission development programme for leaders in WSCC. In addition, there will be top team development for ELT. Delayed by changes to leadership team in 2019.
To ensure recruitment and retention processes support capacity challenges in social care staffing	CR11	Executive Director of Children, Young People and Learning	Carry out and implement review	<p>A financial support for recruitment and retention scheme for Children's Social Workers 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'. Employment terms are now competitive 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. Adults services has an approved resource plan to tackle its</p>

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				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.
To review capacity in relation to risk management tasks in Fire and Rescue	Not applicable	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**

<b>2018-19 Annual Governance Statement - Issue</b>	<b>Risk Register (Ref)</b>	<b>Responsible Officer</b>	<b>Action(s)</b>	<b>Update November 2020</b>
To complete a review of the Council's Health and Safety governance and assurance	CR50	Director of HR&OC	Carry out and implement review	Completed in part. Revised governance and senior leadership of H&S responsibility and accountability completed. Full governance arrangements and links to risk management for completion.
To ensure Resilience and Emergency arrangements are sound	Not applicable	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

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				the FRS Structure review. On hold pending ongoing public health emergency activity.