

## Governance Action Plan

During the independent Governance Review conducted by DJ Bowles & Associates the CEO and Leader have been briefed on the progress and emerging themes. As the report is being finalised for publication a draft action plan has been prepared focussing on thematic areas that require strengthening across the organisation.

Appendix 1 sets out the progress that has been made to date in addressing historic governance matters, below is an emerging action plan. Following the full publication of the independent governance review a detailed action plan will be developed to address recommendations within that report.

Area of focus	Further actions
<b>Culture &amp; Behaviours</b>	<p><u>Finalise and publish a values statement to support the values identified within the Corporate Strategy.</u> A staff working group is now set up to review the drafted value statement to ensure that this will be meaningful to staff. In addition the competency framework will also be reviewed to ensure that it aligns to the values and drives the right behaviours for the future.</p> <p><u>Follow-up staff survey to be completed during 2020-21.</u> Results of the follow-up survey will be provided to Members and survey to specifically consider questions about staff culture and behaviours</p> <p><u>Annual Governance survey to be completed in January 2021</u> for all staff with the results incorporated into the Annual Governance Statement, encourage completion of survey amongst staff.</p> <p><u>Annual Governance Statement to be updated for 2020-21</u>, the AGS will consider information from multiple sources including the staff surveys and exit interviews in addition to existing sources.</p>
<b>Transparency &amp; Decision Making</b>	<p><u>Completion of Democratic Services Service Review.</u> Democratic Services are currently undergoing a service review to ensure that a multi-skilled team is able to support the democratic process and assist with improvements to Committees in particular Scrutiny and Standards.</p> <p><u>Improvements to published Forward Plan.</u> Ensure that the published Forward Plan is being effectively used by Scrutiny and that items going onto the Forward Plan are following a due process</p>

	<p><u>Appropriate communication of the new Constitution for both officers and Councillors.</u> The new Constitution will become effective on 4 January 2021 and clear communication and training on the new Constitution will be provided.</p> <p><u>Ensure new flowchart, procedure notes and refreshed template report are being followed.</u> A review will be undertaken to ensure the embedding of the new procedures put in place during 2020-21 in liaison with Democratic Services.</p>
<p><b>Roles &amp; Responsibilities including officer/member relationships</b></p>	<p><u>Review of the 'Be the best you can be' officer training programme to ensure it is delivering intended improvements</u></p> <p><u>Increased training opportunities for Councillors including mandatory training on matters such as Codes of Conduct. A report on Councillor training should be produced outlining training areas covered.</u></p> <p><u>Review of Councillor Induction process to ensure that new Members are effectively inducted and trained.</u></p>
<p><b>Constitution &amp; Codes of Conduct</b></p>	<p><u>The new Constitution is embedded throughout the organisation</u> at both officer and member level</p> <p><u>Updated Codes of Conduct review,</u> to ensure that these are effective and being appropriately implemented.</p>