

## Action Plan

Action	Governance Characteristic	Action	Owner	Completion Date
Action 1	<p>1. Ownership of governance and its associated systems</p> <p>4. Roles and responsibilities in support of effective decision making</p>	<p>Review the Centre for Governance and Scrutiny's best practice standards and consider recommendations for practical changes to existing work systems and processes including the constitution and decision-making systems with specific reference to the clarity of roles and ownership and the scheme of delegation.</p>	Director of Law and Governance	March 2023
Action 2	<p>2. Understanding the unique role that politics plays in governance in local government</p> <p>Political awareness and member engagement</p>	<p>Provide a development session for the Executive Management Team, Cabinet Members, all Directorate Management Teams, and political groups on member and officer protocol and working together including lessons learnt from Public Interest Reports where this has been identified as a cause of council ineffectiveness.</p> <p>Provide officers with political awareness training informed by member input for a shared understanding of motivation and objectives.</p>	Director of Law and Governance	<p>March 2024</p> <p>Ongoing - March 2024</p>
Action 3	3. Future planning and the approach to risk	The ongoing review of risk management should be used to drive greater understanding and visibility of risk.	Director of Law and Governance	New approach implemented by April 2024
Action 4	3. Future planning and the approach to risk	The ongoing improvements and the council wide approach to change management is embedded including the establishment of the Change and Digital Board.	Director of Organisational Development and Change	April 2024

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Action 5	5. Internal candour and reflection; the need to face up to unpleasant realities and to listen to dissenting voices	The Communications Strategy should be revisited to reflect a balanced approach to internal and external communications and to clarify the role of councillors in dealing with the media.	Head of Communications and Public Affairs	December 2023
Action 6	6. Understanding the local community and its needs	A consistent and targeted approach to engagement with residents and communities should be developed which uses new technology and new ways of working which should include a re-examination of comparator organisations with advice from the Local Government Association.	Director of Organisational Development and Change	April 2024
Action 7	5. Internal candour and reflection; the need to face up to unpleasant realities and to listen to dissenting voices	Awareness of how to raise concerns or emerging issues facing the council and how these are managed and followed up needs to be raised. Profile to be raised of the role of staff voice groups and escalation to strategic boards along with whistleblowing awareness raising.	All Directors	March 2024
Action 8	3. Future planning, and insight into what the future might hold for the area or for the council as an institution	The performance dashboards and outcome focused KPIs are utilised to plan future need.	Director of Policy and Performance	April 2024
Action 9	3. Future planning	The People Strategy and recruitment processes should establish a framework to ensure the council has the operational and leadership skills for the future.	Director of People	April 2024

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Action 10	6. Integration into governance arrangements an understanding of partnership working and partnerships, and the local community and its needs.	Regular training for those representing the council in partnership arrangements and proper processes put in place to monitor financial and project delivery success rate of partnership working.	Director of Law and Governance and Director of Finance	Ongoing
Action 11	5. Internal candour and reflection; the need to face up to unpleasant realities and to listen to dissenting voices  7. Scrutiny by councillors, and supervision and accountability overall	Build on the scrutiny review ensuring self-evaluation and peer review together with Cabinet Member engagement to drive performance.	Director of Law and Governance	2024-2025