

GOVERNANCE REVIEW ACTION PLAN			
Recommendation	Action	Lead	Progress
<p><i>Senior managers need to be more visible to those not based in Lincoln and On Call fire fighters. This has started to be addressed through the two sets of CLT roadshows during 2019 and more are planned for 2020. Periodic attendance by senior management at team meetings to discuss the 'One Council' model, objectives, values and culture will also help keep the connection with more remote team members.</i></p>	Staff Briefings with CLT to be arranged twice a year	Debbie Barnes	Completed
	CLT and SLT to undertake service visits	Debbie Barnes	Ongoing
	Regular CLT newsletter	Debbie Barnes	Ongoing
	AskCLT inbox established	Debbie Barnes	Completed
	SLT briefings	Debbie Barnes	Ongoing
	Employee Survey	Fiona Thompson	The biennial corporate Employee Survey ran from 18 th November 2019 – 13 th December 2019 and results are being analyzed
<p><i>The Council continues its review of the Overview and Scrutiny process and considers information, training, and support to enable getting the most effective challenge and pre-decision scrutiny for the Council on its key decisions.</i></p> <p><i>The Council uses the report on Local Government Ethical Standards by the Committee on Standards in Public Life to review the Members Code against the Committee's recommendations and update as considered appropriate.</i></p>	Scrutiny to establish a working party to consider to LG Ethical Standards Report and review the Member's code	Nigel West	<p>Completed</p> <p>A code of conduct working group was established by the Audit Committee which reported its findings to Audit Committee in November with recommended changes to the Constitution being approved by full Council in December 2019.</p> <p>The Council's Scrutiny Panel B has been tasked with reviewing the new Statutory Guidance on Scrutiny published by the Government in May 2019. In addition the Panel will review LCC's scrutiny arrangements. The Panel is due to report back in the spring of 2020.</p> <p>Changes to the gifts and hospitality provisions of the</p>

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<i>Review of declarations of interest, gifts and hospitality as per the recent audit report considering the recommendations made in the recent review by the Committee on Standards in Public Life.</i>	Policy on gifts and hospitality for officers to be reviewed as part of Code of Conduct review and links to relevant policies.	Fiona Thompson	Members Code of Conduct were approved by Full Council in December 2019. The gifts and hospitality provisions of the Officers Code of Conduct have been rewritten as part of the employment policy review project. Following consultation and management training/employee communication, the policies will be launched in June 2020.
<i>To include in the Audit Committee's work plan areas around standards and the Council's ethical framework e.g. reviewing contract exceptions, member code of conduct, gifts and hospitality, etc.</i>	To be considered as part of the work plan for Audit Committee	Lucy Pledge	Completed
<i>Consider updating the website with information on the Council's governance / ethical framework – including all relevant policies. This will help support transparency and accountability within the Council and set out expectations to those who work with or for the Council.</i>	This will be considered with the project board for the Council's website and intranet	Lucy Pledge through the Council's Governance Group	Ongoing alongside continued development of the Council's public-facing website and internal intranet arrangements.
<i>That the Head of Paid Service and new Corporate Management Board consider whether there is a need to develop a statement to describe the Council's culture – linking this to the stated Values.</i>	CLT to meet to consider values framework CLT to develop expectations of the management/ leadership/ organisational culture, values and behaviours in context of Distributed Leadership	Debbie Barnes with CLT and Fiona Thompson	On Plan. This is being incorporated into the development of the Distributed Leadership approach as part of the embedding of the Corporate Plan and the 'One Council' model. In support of this, the Workforce Strategy will be formally launched in April 2020, together with the launch of the Council's revised employment policies

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	<p>approach, the Council's vision and the 'One Council' model.</p> <p>This will result in a cultural statement with values and behaviours clearly defined.</p>		<p>which reflect and reinforce the distributed leadership approach.</p> <p>The learning and development and communication plan to support the development of distributed leadership and associated cultural change is being developed for the April 2020 launch.</p>
<p><i>There is no specific training or e-learning around the Council's ethical framework. This should be established and cover:</i></p> <ul style="list-style-type: none"> • <i>Values and Culture of the Council</i> • <i>Bringing them to life on a day to day basis</i> • <i>Expectations around key policies such as gifts and hospitality, Whistleblowing, counter fraud, identifying and managing personal relationships at work (potential conflicts of interest)</i> <p><i>We suggest that employees and members are reminded of expectations around the Council's ethical values and key policies – emphasising the safe and secure whistleblowing arrangements put in place.</i></p> <p><i>Raise awareness across the workforce on how to respond and report issues which may breach our codes of conduct</i></p>	<p>Consideration of the need for training/awareness programme</p> <p>Review Corporate induction, Core Values & Behaviours Framework and Fraud Awareness training on Lincs2Learn</p> <p>Review of Employment Policies to include reference to values and culture within them</p> <p>Review of LCC HR Training programmes – e-learning, induction, management training – to include reference to values and culture</p> <p>Establish and implement</p>	<p>Fiona Thompson</p>	<p>On Plan.</p> <p>Being implemented as part of the communication and learning programmes to support the Councils' Workforce Strategy and the underpinning Distributed Leadership approach.</p> <p>Member development and induction processes are being reviewed following the changes to the Code of Conduct approved by Full Council in December 2019</p>

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– even if information is shared in confidence.	supporting communication and awareness plans.		
<i>A review of lessons learnt from previous senior leader appointments should be undertaken – with consideration of 'cultural fit' in the recruitment process.</i>	Reflection on process of senior leader appointment to be undertaken with lessons learnt implemented including advertising; the pre-appointment exercises; the psychometric testing; the interview and selection process to ensure they are as robust and reliable as possible.	Fiona Thompson	Reviewed use of values based assessment to be included in the recruitment of all management and leadership posts. Agreed by CLT on 28 th August to include for all posts G14 and above with immediate effect. Assessment toolkit to be produced for all posts G7 – G13 during 2020.
<i>The appraisal process should be reviewed to ensure that the individual is at the heart of the assessment and there is adequate focus on achievement and development.</i> <i>Consider ways the Council can make better use of appraisal data. Currently number driven analysis should be expanded to bring out information that can be acted upon to improve workforce development.</i>	Appraisal process has recently been reviewed.	Fiona Thompson	Completed. Report on outcome of 2018/19 appraisals has been considered by CLT 82% completed appraisals and equality and diversity analysis completed Ongoing review of achievement and development data as part of the 2020 Council Workforce Strategy and Plan.
R12 <i>Only about 15% of leavers since April 2015 have record of an exit interview on the system – whilst these are not mandatory managers should be reminded to encourage them wherever possible to try and increase this rate and the valuable feedback they can provide</i>	Managers to encourage leavers to complete exit interviews Communication to be issued to managers as a reminder	Fiona Thompson	Completed. The Exit interview process has been reviewed, and updated form has been produced. This was communicated and implemented in early December 2019.

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<i>as this can help improve workforce motivation and satisfaction in the future.</i>	Data to be reviewed and considered as part of quarterly review of HR and workforce data to inform action.		

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