

## 2020-21 AGS – Significant Governance Issues: Status Report

The following is a summary of the status of the agreed actions that were identified to address the significant governance issues were identified and recorded on the Council's Annual Governance Statement 2020-21:

1. Governance Issue	Planned Action	Status	Comments
<p>The council's response to the Covid-19 Pandemic has tested both overall organisational resilience as well as the resilience within individual service areas. In respect of the latter it is recognised that, particularly in areas where specialist technical or professional advice is provided, there is reliance on a limited number of key individuals. In part, this is also reflected in the inconsistency in respect of the extent to which succession planning has been formally considered within individual service areas across the council.</p> <p><b>Responsible Officer:</b> Directorate Management Teams with the support of their respective HR Business Partner</p>	<p>Heads of Service to work with their 'HR Business Partner' to understand the tools available to develop, and have in place, appropriate service resilience and succession planning arrangements. The activity may be informed by information and data such as workforce age profile, structures etc. to identify key areas or 'pinch points' where focussed attention is required.</p> <p>In addition, three days of assistance is being provide by the Local Government Association ('LGA') to support the council in terms of understanding where the current challenges and opportunities are for talent management and succession planning. This activity will include some Heads of Service, Service Managers, Trade Union representatives and HR&amp;OD staff being interviewed and also workshops involving groups of employees and managers.</p>	<p><b>Completed</b></p>	<p>In 2021-22 the Human Resources &amp; Organisational Development Team engaged with a number of Heads of Service as well as the LGA in order to better understand the challenges and opportunities in respect of service resilience and succession planning. This work culminated in the development of a 'draft' Talent Management and Succession Planning Strategy. In developing this strategy, a range of research was analysed, including by the 'Chartered Institute of Personnel and Development' and consideration of how other organisations have successfully managed this issue. It is anticipated that this draft strategy will be formally approved in Q1 2022/23 and rolled out across service areas.</p>
2. Governance Issue	Planned Action	Status	Comments
<p>As part the preparations for embedding the enhanced standards of financial management reflected in new CIPFA Financial Management Code 2019 for 2021-22, the council undertook a self-assessment against the new Code to identify whether there were any significant gaps or areas for further development. The conclusion was that the council broadly operates within the expected principles, however some areas to further strengthen existing processes were identified.</p>	<p>The necessary areas for improvement to be tabled at the senior management team (Executive Management Board 'EMB') for discussion and the plan monitored for its implementation.</p>	<p><b>Completed</b></p>	<p>The completed self-assessment was discussed at EMB with a subsequent report to the Governance Committee in February 2022 which included a copy of the self-assessment and action plan.</p>

<p><b>Responsible Officer:</b> Executive Director for Finance and Commercialisation and Section 151 Officer</p>			
<p>3. <b>Governance Issue</b></p>	<p><b>Planned Action</b></p>	<p><b>Status</b></p>	<p><b>Comments</b></p>
<p>It is recognised that as a large complex organisation that delivers over 700 services there is an ongoing challenge to ensure consistency in terms of staff (both new and existing) awareness, understanding and compliance and with key policies, process and procedures.</p> <p><b>Responsible Officer:</b> Service Director Human Resources / Directorate Management Teams</p>	<p>As part of the existing 'Performance and Development Review ('PDR') guidance, Human Resources to develop further information regarding what is deemed to be 'mandatory' training for staff.</p> <p>A standalone 'Ethics and Values' training module forms part of a new 'Collaborative Leadership Programme', has been developed. This module explores the council's organisational values and ethics and looks at key council policies and frameworks.</p>	<p><b>Completed</b></p> <p><b>Completed</b></p>	<p>'PDR' guidance published on the staff intranet now has a link to a list of mandatory training (elements of which will vary according to the individuals' role). The list includes information governance, buying for the council, whistleblowing etc. This mandatory training/reading is also included on the induction checklist for new starters in SCC.</p> <p>Managers, through interactions as part of the 'Performance Management and Development Framework and 'one to one' supervision meetings, will be required to determine who should attend this training.</p>