



CITY OF CANNING GOVERNANCE REVIEW

PHASE 1: SHORT-TERM AND PREPARATORY ACTIONS TO ENABLE THE GOVERNANCE REVIEW

PROJECT PLAN 1: Short-term improvement measures

- Action 1.1 Governance business unit**
Establishment of a governance section operating within Legal and Democracy Services
- Action 1.2 Short-term bridging of gaps in the policy environment**
This action will include new Complaints policy, Conflicts of Interest Policy, FOI Policy, Delegations, Outstanding business management tool, all complete with supporting procedures and standard forms. This action will address evident and urgently required changes, until such time as a comprehensive review can be undertaken and a broad governance framework restructure can be undertaken.
- Action 1.3 Assessment of the existing governance framework**
Compilation of a list of policies and other governance instruments for the areas of governance not covered, or inadequately covered, by existing policies.

PROJECT PLAN 2: Preparatory actions for Phase 2

- Action 2.1 Establishment of a Registers system**
Establish a system of Registers supported procedures for their maintenance that capture certain types of documents, whether statutorily prescribed or deemed necessary. The system will include Register of Complaints (LG Standards Panel), Disclosure Registers for officer and staff, Gifts and Benefits Register, COI Declarations Register, Petitions Register etc.
- Action 2.2 Review existing policies**
Review the existing City policies in cooperation with business areas concerned and compile a list of policies that should be amended or redrafted.
- Action 2.3 Short-term improvements of the Minutes and Agendas**
Establish a new format for minutes and agendas; re-arranging of reports in minutes and subsequent publishing on the web; new procedures for capturing minutes at council meetings (**Note:** the above measures aim to qualitatively improve agenda and minutes production until such time as the InfoCouncil (or similar) software is deployed).

PHASE 2: A COMPREHENSIVE REVIEW AND IMPROVEMENT OF THE GOVERNANCE FRAMEWORK

PROJECT PLAN 3: POLICY FRAMEWORK IMPROVEMENT

- Action 3.1 Map the legislative environment**
Drawing a map of the local government legislative environment and compiling a list of Acts influencing the governance arrangements at the City.



Action 3.2 Design a new policy framework
Design a policy and procedure framework, including a list of required policies and procedures.

Action 3.3 Decide on policies to be drafted
Compile a list of policies that must be drafted “from scratch”.

PROJECT PLAN 4: LEGISLATIVE IMPROVEMENT COMPONENT

Action 4.1 Amendment of Standing Orders
Standing Orders compliant with LG and FOI Acts, new orders inserted regarding treatment of city employees by members, new orders making compliance transparency report a procedural document, new orders supporting CEO intervention when question out of order.

Action 4.2 Code of Ethics and Code of Conduct
Code of Ethics and Code of Conduct must both be local laws. Code of Conduct must be heavily amended.

PHASE 3: IMPLEMENTATION SUPPORT MEASURES

PROJECT PLAN 5: ORGANISATIONAL STRUCTURE AND CULTURE COMPONENT

Action 5.1 Assess for adequacy HR, IT, Risk management and Records management functions
Assessment report for each function listing what changes, if any, are required so that these functions can support efficiently the new governance regime being rolled out.

Action 5.2 Deploy an employee perception survey
Obtain a set of perception survey results that can be used for benchmarking purposes.

Action 5.3 Organisational structure assessment
Either the organisational structure is adequate and implementation of the review findings does not require any organisational structural changes, or a list of changes required.

PROJECT PLAN 6: MEMBERS, CEO AND STAFF DEVELOPMENT COMPONENT

Action 6.1 PID/LGA/procedural compliance training for staff
Internally-developed AEDM training for staff (which will include a module dedicated to procedural compliance) and in-house LGA training for staff, focusing on Parts recommended by the Governance section.

Action 6.2 Develop legal, governance and procedural training support for CEO
Develop and deploy situational training with CEO, potentially based on scenarios developed on the basis of events reflected in the findings inquiry report, and supported by LG, AEDM training and the deliverables in Phase 2.



Action 6.3

LGA training for councillors

Schedule WALGA or other LGA training for elected members.

Action 6.4

AEDM training for councillors

Develop custom AEDM training modules and arrange for delivery to elected members.

PHASE	PROJECT PLANS	PROJECT PLAN COMPONENT ACTIONS	OUTLINE OF COMPONENT ACTIONS	DELIVERABLES
		1.1 Governance business unit	Two new governance officers will be taken on board and tasked with leading the comprehensive review of the City’s governance regime.	1. A governance section operating within Legal and Democracy Services.
PHASE 1: SHORT-TERM AND PREPARATORY ACTIONS TO ENABLE A COMPREHENSIVE REVIEW	PROJECT PLAN 1: SHORT TERM MEASURES	1.2 Short-term bridging of gaps in the policy environment	Some policies of major importance for the governance of the organization are missing or have not been updated for a long time. A gap bridging exercise is necessary to ensure that a minimal compliance regime in the ethical governance area can be accommodated pending a comprehensive review of the legislative and policy environment. Furthermore, instruments such as delegations should also be reviewed urgently.	2. Complaints policy, Conflicts of Interest Policy, FOI Policy, Delegations, Outstanding business management tool, complete with supporting procedures and standard forms.
		1.3 Assessment of the existing governance framework	Using the PSC’s Good Governance Tool, the assessment should result in detecting gaps in the City’s governance framework and inform further steps.	3. Lists of policies for the areas of governance not covered, or inadequately covered, by existing policies.
		2.1 Establishment of a Registers system	Policy and support structure for the City’s registers, ie Register of Complaints (LG Standards Panel), Disclosure Registers for officer and staff, Gifts and Benefits Register, COI Declarations Register, Petitions Register etc.	4. Register system including physical storage and associated register maintenance procedures.
	PROJCET PLAN 2: PREPARATORY ACTIONS FOR PHASE 2	2.2 Review existing policies	The existing policies need to be reviewed, and decisions taken on which will need to be amended	5. List of policies to be amended
		2.3 Short-term improvements of the Minutes and Agendas	Drafting of an Agendas and Minutes procedure , including a division of the minute taking tasks between 2 staff members at a council meeting (as opposed to the current 1 staff member), obligatory publishing on the internet of all items of business and the inclusion of a councilor compliance report as a standing item of business in the Agenda; Redesign of the minutes and agenda on the basis of WA best practice templates (e.g. the Boards and Committees models of the Public Sector Commission) and mirroring the parliamentary practice of separation between the description of the procedural passage of an item of business and the actual, full-text item of business.	6. New format minutes and agenda 7. Re-arranging of reports in minutes and subsequent publishing on the web 8. New procedures for capturing minutes at council meetings Note: the aim to qualitatively improve agenda and minutes production until such time as the InfoCouncil is deployed.
PHASE 2: A COMPREHENSIVE REVIEW AND IMPROVEMENT OF THE GOVERNANCE FRAMWEWORK	PROJECT PLAN 3: POLICY FRAMEWORK IMPROVEMENT COMPONENT	3.1 Mapping the legislative environment	The City’s operating environment needs to be assessed from a legislative compliance perspective to establish which legislation governs the activity of the City and assign compliance responsibilities accordingly, including provision of necessary policy or procedural instruments.	9. Two items: A. Map of the LG legislative environment B. List of Acts influencing the governance arrangements at the City
		3.2 Designing a new policy framework	The policy and procedure framework must be drafted top – to bottom, starting from local laws (Code of Ethics, Code of Conduct) and aligned to the legislative environment (Deliverable 9). This would ensure good “line of sight” between principles and operations and the legislative adequacy of the policy framework.	10. A policy and procedure framework, including a list of policies and procedures required
		3.3 Decide on policies to be drafted	The policies to be drafted will be decided upon having considered Deliverable 5 in conjunction with Deliverable 10.	11. A list of policies that need to be drafted “from scratch”
	PROJECT PLAN 4: LEGISLATIVE IMPROVEMENT COMPONENT	4.1 Redrafting Standing Orders	Drafting a new set of Standing Orders with provisions based on what is considered best practice. Various sources will be considered to inform the drafting most importantly the recommendations of the Inquiry Report dated November 2012, which focusses on: the structure and content of minutes and agendas; Public Question Time practices; the provision of timely information to elected members; and legislative compliance of Standing Order provisions.	12. Orders bringing Standing Orders back in compliance with Local Government and Freedom Of Information Acts (potentially also with other legislation) 13. Orders regarding treatment of City employees by elected members 14. Orders allowing the publishing of a Transparency compliance report
		4.2 Codes of Ethics and Conduct	Drafting and endorsement of a Code of Ethics, and re-drafting of the Code of Conduct, informed by Deliverable 9	15. Code of Ethics and Code of Conduct must both be local laws
PHASE 3: IMPLEMENTATION SUPPORT MEASURES	PROJECT PLAN 5: ORGANISATIONAL STRUCTURE AND COMPONENT	5.1 Organizational structure assessment	Informed by the findings of the Inquiry and the results of the governance arrangements review, assess the current organizational structure of the administration and recommend changes as and if required.	16. Confirmation that the organisational structure is adequate, or re-organisation measures to be implemented.
		5.2 Deploy an Employee perceptions survey	The employee perceptions survey should gauge staff perceptions and attitudes, primarily focused on governance, ethics and integrity matters to help benchmark progress.	17. Set of perception survey results analysed and grouped by indicators to be used a basis for comparison
		5.3 Assess for adequacy IT, HR, Risk management and Records management functions	IT and HR functions and elements of risk management function, in addition to the records management function, are instrumental in supporting good governance and as such should be capable to provide good support. It is noted that Records management is nearing the final of the review, and that IT and HR are now being reviewed by their respective new managers.	18. Assessment report for each function undertaken by the governance section and managers/heads of respective functions.
	PROJECT PLAN 6: MEMBERS, CEO AND STAFF DEVELOPMENT COMPONENT	6.1 PID/LGA/procedural compliance training for staff	One of the indicators of the City’s resilience and institutional maturity is the capability to react to potential transgressions, whether voluntary or involuntary, by council members. To that end, the legislative environment provided a number of avenues under a number of acts: LGA, PID and CCC Acts. However, latest events show that these avenues have not been used. Agencies administering these acts routinely offer trainings and various awareness – raising events. A comprehensive training program, similar to the ones deployed in state government departments, can be designed and participation actively enforced by CEO	19. Internally-developed AEDM training for staff 20. AEDM training to include a module dedicated to procedural compliance 21. In-house LGA training for staff, focusing on Parts recommended by the Governance section
		6.2 Improve legal, governance and procedural support for CEO	The CEO must be fully conversant with SO and LGA, that involving not only awareness of the provisions, but the capacity to react instantly in a meeting on a breach of SO, and willingness to use the mechanisms enshrined in legislation, eg Standards Panel, to maintain the integrity of the Council’s decision-making process. For LGA, WALGA trainings appear appropriate, while for SO in-house training can be developed	22. Situational training with CEO, potentially based on scenarios developed on the basis of events reflected in the findings inquiry report
		6.3 LGA training for councilors	The training package delivered by WALGA can be considered, along with other providers. The focus of this training package should be: LGA 1995: Part 3 (Functions of local government) Divisions 1 and 2; Part 5 (Administration); Part 8 (Scrutiny of affairs of local government) LG Regulations: LG (Administration) Regulations 1996; LG (Functions and General) Regulations 1996; LG (Rules of conduct) Regulations 2007	23. Scheduled WALGA or other LGA training for Council members
		6.4 AEDM Training for councilors	A scenario based training package designed for state government entities board members. It can be tailored to the specific legislative environment of the council members. Several providers are available, and appear on both PSC’s and DTF’s list of approved providers.	24. Custom-made AEDM training to be delivered by a PSC registered, CUA-listed provider.

CITY OF CANNING GOVERNANCE REVIEW - GANTT CHART



