

Appendix 1 Summary of Progress on Governance Actions

Governance Review Recommendation <i>*(including follow-up actions where relevant)</i>	Proposed BEST Workstream	Update (24 th November Group Leaders)	BEST (or other) Senior Responsible Officer (SRO)
<p>(10.1) Establish what it means to be a Best Value Unitary Local Authority in its geographic area delivering appropriate services and community leadership to every resident and entity in its area. To do this, it needs new seasoned local government professional leadership at the top of the organisation now to help it do this.</p> <p>(10.2.8) Establish an officer structure which is designed to deliver against earlier recommendations and seek to appoint permanent employees to fulfil those objectives.</p> <p>(10.2.9) Establish a scheme of performance appraisal, starting with the Chief Executive at Member level, in line with the JNC provisions, which cascades throughout the organisation so that every employee is clear about their targets and how they fit into plan delivery. As the Chief Executive is accountable to the Council as a whole for their performance, publish the targets and how they have been achieved as an annual statement to Council.</p> <p>Follow-up actions: Keep the post of interim MO under regular review with the aim of a permanent appointment at the earliest opportunity.</p>	Best Value for Money	<p>Officer structure and HR elements established. The final few tier-3-4 appointments have been made.</p> <p>Chief Executive's appraisal framework agreed at StAC in February 2023 and CX's probation period successfully completed.</p> <p>Work on the 'golden threading' from Corporate Plan to Performance Appraisal is ongoing. Currently, the focus of this is on Service Planning, with Directors and Heads of Service developing these based on a new approach and template. This forms part of the Performance and Accountability Framework under the Best Value for Money Workstream.</p> <p>The Council's new MO is now in post and establishing positive and productive working relationships with all Group Leaders as well as the wider Membership. The MO's appointment was confirmed as a permanent appointment by Full Council at its meeting of 1st November 2023.</p>	<p>Audrey Kingham (Best Value for Money)</p> <p>Chief Executive</p>
<p>(10.1) Establish what it means to be a Best Value Unitary Local Authority in its geographic area delivering appropriate services and community leadership to every resident and entity in its area.</p>	Best Value for Money	<p>Officers have undertaken a Best Value 'baselining' exercise. This is based on the latest Best Value guidance. Through BEST, Officers are now developing a programme of Best Value reviews which will incorporate Value for Money reviews.</p>	Audrey Kingham
<p>10.3 With the help of the Local Government Association, establish a board with appropriate experience at both top officer and elected Member level in unitary authorities to work with NCC, on a cross-</p>	Best Value for Money	<p>This work work was completed with a final report to Council in June 2023.</p> <p>A planning meeting between Officers and the LGA took</p>	Audrey Kingham

<p>party basis, as it addresses these recommendations.</p> <p>Follow-up actions: Receive an LGA-managed, focussed, Corporate Peer Challenge before the end of the municipal year.</p>		<p>place on w/c 18th September, to agree timings and detailed next steps for the focused, Corporate Peer Challenge.</p> <p>The Corporate Peer Challenge has been confirmed to take place from 15th – 18th January 2024. Planning for this with the LGA is at an advanced stage.</p>	
<p>(10.2.1) Redraft its Corporate Plan in terms of the Administration’s Goals and Objectives, moderated by the capacity of the organisation and the legislative framework</p> <p>Follow-up actions: Ensure that all Corporate Plan actions have clear success measures/targets to enable accountability to be monitored and that the Corporate Plan drives the Council and develops into a linked plan for the whole county.</p>	<p>Best Value for Money</p>	<p>The Corporate Plan was adopted by Full Council in May 2023.</p> <p>Since then, Quarter 4 2022/23 Corporate Plan Performance and Quarters 1 for 2023/24 have been reported.</p> <p>Officers are taking forward work to refine the Corporate Plan measures. This work will include Members.</p>	<p>Audrey Kingham</p>
<p>(10.2.2) Ensure the values by which it seeks to operate are lived within the organisation.</p> <p>Follow-up actions: Develop a leadership development programme for the senior team to enable the team to be fit for purpose to meet the challenges ahead, including the need to speak truth to power and to support the whole Council with good member and officer engagement.</p> <p>Follow-up actions: Ensure that the whole Council are supported to be a part of the improvement journey.</p> <p>Follow-up actions: Maintain focus on a clearly articulated member development programme to address the required improvements in member behaviour, as well as enabling members to be more effective in their roles, including through stronger and influential scrutiny.</p>	<p>Best Talent & Opportunities</p> <p>Best Enabling Workstream – Comms and Engagement</p>	<p>Work has started with a service review being carried out on coaching and mentoring offer and leadership development through ‘Living Leader,’ alongside other initiatives.</p> <p>This work is advanced – and will be reviewed and strengthened through Member-led forums.</p> <p>Following a Member-survey on ‘female voices’, two dates for training has been arranged for all Members.</p>	<p>Simon Neilson (Talent & Opportunities)</p> <p>Jan Willis (BEST Executive Sponsor and Living Leader)</p>
<p>(10.2.3) Use the data it holds, collects, or needs to collect to define priorities and monitor and improve performance in a systematic way and publish the outcomes.</p>	<p>Best Value for Money</p>	<p>The Data & BI Strategy is being continually developed and driven within this work. The Data Leaders group is well established and the Data BI Strategy framework is a key deliverable for this group of officers.</p>	<p>Audrey Kingham</p>

		The Council is preparing to establish and launch its 'data academy' in December 2023, helping to cultivate an engaged and skilled 'data community' across the organisation.	
10.2.4 Review and redraft the Constitution to ensure that decisions that should be taken at Member level, by Cabinet, Committee, Individual Member or Full Council are clearly identified and that the recording and scrutiny of officer decisions, both individually and in aggregate, is unambiguous.	None proposed	This action is complete. Further updates would be taken forward by the Council's Constitution Working Group. The Monitoring Officer will review this work as part of 'business as usual'.	Monitoring Officer
10.2.5 Review and redraft the codes of conduct which regulate Member and officer behaviours and working relationships with each other, to make it clear what the expectations of each party should be and how robust challenge can be handled, to ensure proper accountability can be achieved. This needs to recognise the legitimate rights of Councillors for information to enable them to do their role and for Councillors to recognise that policy is the preserve of the Council unless delegated and saying no is a legitimate outcome.	None proposed	Codes of conduct have been reviewed, redrafted and agreed. The Monitoring Officer will review this work as part of 'business as usual'.	Monitoring Officer
10.2.6 Establish a rationale for the establishment or continuation of any company established under the provisions of the Localism Act 2011. 10.2.7 Establish a specific governance framework by which, for those companies wholly or partly owned by NCC, their directors are appointed, report on performance are presented to a Cabinet Sub-Committee, conflicts of interest are dealt with and risk and how shareholder agreements are ratified, by both the company and NCC. Follow-up actions: Ask Local Partnerships to continue to provide you with advice on the robustness of the governance changes around Advance and to undertake a regular review to protect the council's interests.	None proposed	These recommendations have been delivered in full. The Council's Shareholder Committee will in future consider inviting Local Partnerships (or another provider) to review how the new company governance arrangements are working in a year's time.	Jan Willis