

APPENDIX B

APPENDIX B – CHIEF EXECUTIVE’S REVIEW - DELIVERING GOOD GOVERNANCE – IMPROVEMENT PLAN AND PROGRESS TO DATE

DATE: NOVEMBER 2020

PURPOSE OF PAPER:

To provide Governance and Audit Committee with an overview of the development of and progress of the improvement plan arising from the externally commissioned review on delivering good governance.

The table below provides an overview of the action, progress to date and anticipated completion date of the action.

OVERVIEW OF PROGRESS:

Action No.	Action	Progress	Expected Completion Date
1.	<i>That the Council review and refresh its vision and strategy and develop a strong shared narrative to create a new sense of purpose focused on achieving the goals of its political leadership using data, insight and intelligence about the local, regional and national context to inform the vision and strategy.</i>	The South Kesteven Corporate Plan 2020-23 was approved at Full Council on 1 October 2020. The Corporate Plan articulates: <ul style="list-style-type: none"> - The vision for South Kesteven - The five priorities for the Council - The key actions to deliver these priorities 	Complete
2.	<i>That the senior officer leadership engage with councillors to translate that vision and strategy into a single coherent corporate delivery plan and programme to consolidate and focus on delivery of objectives.</i>	The key performance indicators (KPIs) and success criteria are being developed alongside overview and scrutiny committees. These form the basis of the delivery plan.	January 2021 – KPIs and targets agreed in consultation with the Overview and Scrutiny Committees
3.	<i>That the Council ensures that all officers and councillors understand their individual and shared roles and responsibilities and each fulfils their proper functions in relation to policy formulation and decision making</i>	No progress to date – to be completed following the recruitment to newly created roles in the Corporate Management Team.	June 2021
4.	<i>The Council reviews and develops its capacity, capability and leadership to ensure that it has all the necessary skills, experience and mindset that supports high performance</i>	A Corporate restructure was approved at Full Council on 1 October that aligns the staffing resources to the priorities of the Council set out in the Corporate Plan. Recruitment to the new posts identified in the restructure is underway.	Posts to be filled by April 2021
5.	<i>That the Council develops “the art of constructive challenge” as a key element of its OD strategy to ensure that its is the best it can be and is continuously learning, developing and improving.</i>	A new People Strategy is currently under development and will be considered by Employment Committee ahead of Cabinet.	April 2021
6.	<i>That work is undertaken to better understand the relationships between members and officers</i>	No progress to date.	June 2021
7.	<i>That a programme of leadership development that delivers the collective political and officer leadership that promotes good governance, effective shared leadership and a constructive culture.</i>	The programme of leadership development will be delivered following the recruitment to new posts within the revised structure and form part of the People Strategy.	To be delivered April – December 2021
8.	<i>That the Constitutional review be concluded promptly with a refreshed focus on good governance, leadership, culture and performance.</i>	Review of Articles 1-4 of the constitution have been completed. Ongoing review of the rest of the constitution.	June 2021
9.	<i>That the Local Code of Governance and Annual Governance Statement be reviewed in detail to ensure that what is written (the words) and the evidence of what is done (custom and practice) are consistent.</i>	The Chief Executive has completed and implemented the findings of a review of the Annual Governance Statement to ensure consistency with custom and practice.	Completed
10.	<i>That the Monitoring officer, with the support of all councillors and senior management, put in place an end to end decision making process that reflects the proper roles and responsibilities of members and officers and ensures that decisions are planned early and concluded effectively and fully reflect SKDC’s refreshed vision and strategy and align with its new corporate delivery plan.</i>	Not yet progressed – to be completed following the agreement of Corporate Plan 2020-23 KPIs and targets, in consultation with the Overview and Scrutiny Committees.	June 2021
11.	<i>The role, responsibilities and resources available to the Monitoring Officer should be reviewed and developed.</i>	The role and responsibilities of the monitoring officer have been reviewed as part of the Corporate Restructure, which has resulted in the creation of a revised post “Assistant Director of Democratic and Legal Services (Monitoring Officer)”. Alongside this a review of the legal service is planned, alongside other related services to ensure the resources available to the monitoring officer are appropriate.	April 2021
12.	<i>A comprehensive good governance focused training and development programme for all councillors and senior officers should be designed and delivered by the Monitoring Officer.</i>	The Monitoring Officer is developing a ‘good governance’ training and development programme that will be delivered to all councillors and senior officers.	April 2021
13.	<i>That the council review and refresh its arrangements for stakeholder, partner and community engagement and invite the county council to explore how their shared relationship and joint working can be improved.</i>	The onset of Covid-19 brought increased importance to the relationship of SKDC with partners and community stakeholders, creating an improved context to further develop these relationships, including joint Chief Executive meetings between District and County Councils. Further activity will be undertaken to optimise these relationships and best support effective partnership working.	April 2021
14.	<i>That the role and function of each of the Council’s delivery organisations, the business case for each and the arrangements for holding them to account be reviewed and refreshed with a focus on commissioning them to deliver outcomes for SKDC and its communities.</i>	Companies Committee have undertaken a review of the companies to refresh the governance arrangements and develop consistent templates for delivery organisation business plans and to ensure outcomes are aligned with the needs of SKDC. This has resulted in a far greater degree of clarity as to the role and purpose of delivery organisations.	Initial actions completed and ongoing review is in progress.

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		There will be an ongoing review as part of companies committee as to the outcomes being delivered by the various organisations within its scope.	
15.	<i>That the written member officer protocol is refreshed to reflect and support those relationships in practice.</i>	Not yet progressed.	June 2021
16	<i>That the Council continues the work to review and refresh it's performance, financial and risk management arrangements</i>	As part of the roll out of the Corporate Plan 2020-23 and the new People Strategy the Council is developing a 'golden thread' approach to performance with transparent, measurable success criteria. The Council has implemented an improved approach to financial and budget management and is currently updating the corporate risk register (and its subsidiaries).	April 2021
17	<i>That the Council keeps its processes for reporting on audit, local code of governance and annual governance review under review in order to ensure openness, transparency, accountability and accurate assessment of custom and practice across the Council</i>	This is an ongoing process and the Council is keeping under regular review its processes to ensure greater openness, transparency and accountability.	Ongoing