

NKDC CORPORATE PEER CHALLENGE **ACTION PLAN** **PROGRESS UPDATE** **OCTOBER 2022**

EXECUTIVE BOARD 1st November 2022



North Kesteven
DISTRICT COUNCIL

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THEME 1: FINANCIAL PLANNING

CPC Recommendation 1: Be bolder in your spending plans, investments, commercialisation etc

NKDC Action Plan Activity:

A. Consider opportunities to be bolder in your spending plans

THEME 1: FINANCIAL PLANNING				
CPC Recommendation 1: Be bolder in your spending plans, investments, commercialisation etc				
Activity	Target Start	Target Finish	Progress Comment	R-A-G
A. Consider opportunities to be bolder in your spending plans	01-Feb-22	31-Jul-23	<p>Opportunities are being actively explored around increasing housing delivery, regeneration activity and energy generation with a view to bringing forward proposals through the planning cycle.</p> <p>It should however be recognised that there are a number of external forces impacting these activities and the wider financial position of the Council with inflation, economic volatility and increasing borrowing costs impacting the Council and scheme viability directly.</p>	G In progress, on track



THEME 2: CLIMATE ACTION / PATHWAY

CPC Recommendation 3: Develop a costed and funded roadmap with your members, staff, communities and partners on how you will deliver your climate emergency aspirations and priorities

NKDC Action Plan Activity

A. Climate pathway (roadmap) development

THEME 2: CLIMATE ACTION / PATHWAY				
CPC Recommendation 3: Develop a costed and funded roadmap with your members, staff, communities and partners on how you will deliver your climate emergency aspirations and priorities				
Activity	Target Start	Target Finish	Progress Comment	R-A-G
A. Climate pathway (roadmap) development	01-Feb-22	30-Apr-22 (resource) 31-Mar-23 (development)	<p>The initial timescale for this activity was extremely ambitious and given the emergent nature of climate change it is likely that an adaptive rather than fixed technical approach will be required with the roadmap evolving as new technologies become available and funding streams identified. However, the Council has retained its RAG assessment against the original timelines, although these were set around marshalling resources required, hence the amber assessment.</p> <p>Given the nature of the climate challenge, the development of new technologies which may drive down costs, the demand for existing technologies and resources which provide upward cost pressures, and the phased approach to define future actions, neither identification nor presentation of costs are straightforward. Setting suggested costs against a delivery, especially where there is limited information to verify numbers, can result in an unrealistic, static costing that may be incorrectly used in terms of decision-making. As a consequence of this, many Local Authorities avoid costing estimates at the earlier stages of delivery to minimise costing errors in forward planning. The move to a dynamic Climate Emergency Action Plan works with this ambiguity using the regular updates to the plan to better define costs as work on each action progresses, options are defined and selected, and budgets with much more definitive costs are prepared. This is further supported now that the Council has successfully recruited to the Climate Change Manager post.</p> <p>Confirmation and clarity on potential carbon reduction / elimination for General Fund activities - particularly from buildings - including for example Council Offices in Sleaford; Leisure facilities; commercial workshops; retained venues; Metherringham depot - are starting to build momentum. A bid with the Midland Energy Hub was successful, with external experts commissioned through this to assess requirements for the Council's two leisure centres and the Whisby Natural World. A full desktop assessment followed by on site reviews were both completed by end August. The successful bid also includes future MEH support in the development of potential funding applications to support elements of the retrofit work required to decarbonise these sites.</p> <p>Similar activities will be required across the general fund estate, depot fleet and HRA stock thus addressing a very significant element of the Council's CO2 emissions. Work in terms of the HRA is also already progressing at an increasingly detailed level supported by a dedicated retrofit planning and delivery post.</p>	A In progress; off track

THEME 3: Inclusion and Succession Planning

CPC Recommendation 6: Consider the equalities standard for local government as a means to benchmark commitment to equalities that officers have clearly articulated

NKDC Action Plan Activities

- A. Review and re-apply the principles and guidelines set out in the Equalities Standard for Local Government. Including a cross-council E&D engagement plan
- B. Based on this, undertake an internal assessment and identify those areas that are exemplars for improving diversity in the council's work and from this develop an action plan for areas less advanced.
- C. Sense check the proposed actions with a range of communities to provide initial assurance that the actions proposed will recognise differing needs
- D. Delivery of Action Plan
- E. Identify opportunities to improve the future diversity of CMT, SMT and Manager Forum
- F. Review structure and attendance for CMT, SMT meetings
- G. Support all work in this area with an E&D internal engagement plan
- H. Extend this to cover the full Council workforce

CPC Recommendation 7: Consider a succession plan for your senior leadership

NKDC Action Plan Activities

- A. Succession Planning
- B. Alongside this, develop leadership business continuity options; including specifics on all local, regional and national forums where a NKDC senior manager takes a leading role.
- C. Identify, within legal constraints and sectoral best practise, succession plans for senior leadership roles.
- D. Identify opportunities from this for practical options for wider sharing of the CMT workloads and responsibilities

THEME 3: Inclusion and Succession Planning

CPC Recommendation 6: Consider the equalities standard for local government as a means to benchmark commitment to equalities that officers have clearly articulated

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Review and re-apply the principles and guidelines set out in the Equalities Standard for Local Government. Including a cross-council E&D engagement plan	01-Feb-22	31-Mar-22	<p>The Corporate Information Manager has produced an Action Plan in relation to the Equality Framework for Local Government. This includes reviewing areas where the Council has had success in its equalities work, but also understanding the challenges and where areas can be improved.</p> <p>In addition, this included actions regarding a cross-Council Equality and Diversity Engagement Plan. The report and associated action plan were approved by the Executive Board in May 2022.</p>	G Complete

Activity	Target Start	Target Finish	Progress Comment	R-A-G
B Based on this, undertake an internal assessment and identify those areas that are exemplars for improving diversity in the council's work and from this develop an action plan for areas less advanced.	01-Apr-22	30-Jun-22	The Corporate Information Manager has undertaken an assessment in relation to the Equality Framework for Local Government and produced an Action Plan, understanding the challenges and detailing areas for improvements. Alongside this, a position statement was integral to the Action Plan, which highlighted exemplary work within the organisation, and key projects that could be replicated throughout the Council (where feasible).	G Complete
C Sense check the proposed actions with a range of communities to provide initial assurance that the actions proposed will recognise differing needs	01-Jul-22	31-Jul-22	The Action Plan and assessment has been sense-checked, reviewed and approved. The specific activity is therefore complete however involvement of a range of communities will remain integral to the subsequent roll-out.	G Complete
D Delivery of Action Plan	01-Aug-22	31-Mar-23	The delivery of the action plan is now underway.	G In progress, on track
E Identify opportunities to improve the future diversity of CMT, SMT and Manager Forum	01-Feb-22	30-Apr-22	The Gender Pay Gap data has been collated, and an action plan created for 2022/23, which will support the Council's equality and diversity ambitions and also complements the existing Our People Strategy. As part of this process, the Gender Pay Gap Action Plan includes understanding why there is underrepresentation of women across the senior pay grade structure, and whether any initiatives can be introduced to ensure women are better represented. Furthermore, the Corporate Information Manager is also working with the HR Manager regarding the data collected to be able to produce ethnicity pay gap reports and disability pay gap reports for the organisation.	G Complete
F Review structure and attendance for CMT, SMT meetings	01-Feb-22	30-Apr-22	The Gender Pay Gap Action Plan includes understanding of why there is underrepresentation of women across the senior pay grade structure, and whether any initiatives can be introduced to ensure women are better represented. Since the November 2022, Monitoring Officer Kim Robertson has joined CMT meetings following a review process. A further change to the SMT structure has also been made with the establishment of and subsequent recruitment to a new Assistant Director post covering the Democratic Services function.	G Complete
G Support all work in this area with an E&D internal engagement plan	01-Apr-22	31-Mar-23	This task complements the Action Plan in relation to the Equalities Standard for Local Government. A key proposal is the undertaking an Equality Impact Assessment on all work areas capturing key equalities information, understanding if any barriers exist, and understanding where the organisation can advance equality of opportunity.	G In progress, on track
H Extend this to cover the full Council workforce	01-May-22	31-Mar-23	The Corporate Information Manager is also the Census Liaison Manager and has received the first datasets in relation to the Census 2021 over the summer period 2022. However, the Office for National Statistics has delayed further publication of information to October/November 2022. When this information is released, it will form a basis to the workforce demographic report, alongside the wider gender pay gap data, ethnicity pay gap data and disability pay gap data reports, with an Action Plan following.	G In progress, on track

THEME 3: Inclusion and Succession Planning
CPC Recommendation 7: Consider a succession plan for your senior leadership

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Succession Planning	01-Feb-22	30-Sep-22	<p>Linked to the Council's Our People Strategy and its aspirations to move beyond its current Gold IIP level there are a number of initiatives, originally delayed by the impact of the Covid-19 pandemic, now in place.</p> <p>At the Director level, a total leadership programme has been developed with Solace spanning twelve months and with a mix of five residentials plus on-line learning. This covers core modules of: understanding the context of your leadership; place and systems leadership; innovation, adaptive and agile leadership; inclusivity and complexity; authentic personal leadership and resilience.</p> <p>Linked to the 'ambition and potential' section of our EDI process, ten middle managers are near to completing the first AspireNK leadership course to prepare for a potential future transition to assistant director level.</p> <p>Further TalentNK pathways such as apprentices have been in place for some years, whilst the AspireNK cohort has already flagged the opportunity for a "Junior" AspireNK programme pitched at talented and capable more junior colleagues.</p> <p>The Council does have an ageing workforce, with some areas of greater concern than others. As such the range of initiatives above are key to both continued success and further improvement promoting a set of transferable leadership skills as opposed to the traditional silo-based single function progression routes.</p>	G Complete
B Alongside this, develop leadership business continuity options; including specifics on all local, regional and national forums where a NKDC senior manager takes a leading role.	01-Feb-22	30-Jun-22	<p>The HR team has prepared a protocol to identify who could be appointed short-term to each role within SMT, and key unit manager roles within the Council.</p> <p>The protocol has identified individuals who could potentially step into a role, ensuring that the organisation has an up-to-date, transparent plan available for action should it be required. This protocol also therefore identifies who could be appropriate to attend local, regional and national forums as part of both supporting development opportunities and business continuity.</p>	G Complete

Activity	Target Start	Target Finish	Progress Comment	R-A-G
C Identify, within legal constraints and sectoral best practise, succession plans for senior leadership roles.	01-Feb-22	30-Apr-22	<p>Human Resources have worked with the legal shared service team to identify legal constraints and recruitment implications relating to succession plans. Following this, a meeting was held between the CX and HR, discussing the demographics, talent ratings, performance and potential of SMT as a whole. Subsequently a succession log has been developed, with an accompanying plan focussing on four key areas: Context, Resilience, Principles and Actions.</p> <p>The HR team have developed recruitment documentation for NKDC, focused on values, strategic alignment, culture and partnership, and implemented a recruitment process designed to assess candidates' suitability based upon that approach.</p>	G Complete
D Identify opportunities from this for practical options for wider sharing of the CMT workloads and responsibilities	01-May-22	30-Sep-22	An SMT away day has taken place and identified opportunities for wider sharing of CMT workloads and responsibilities across SMT. These will be phased in over the coming months.	G Complete



THEME 4: Insight and Engagement

CPC Recommendation 2: Work and review with a wide range of young people, ie those aged under 30 years old from a range of demographic groups, their needs and aspirations - to understand and respond to them

NK ACTION PLAN ACTIVITIES

- A. To better understand the most effective approaches for better engaging younger people (under 30s)
- B. Develop and roll out preferred option(s)
- C. Set up metrics to measure success

CPC Recommendation 4: Make the most of your consultations and surveys – from question design re equality, diversity and inclusion, to using the segregated data to inform future service delivery

NK ACTION PLAN ACTIVITIES

- A. Identify any conflicting practises across the Council
- B. Review approach to analysing data - both and quantitative - captured from consultation and engagement work
- C. Review approach to question design, particularly in respect of equality, diversity and inclusion
- D. Review how captured data and insight is practically applied by Service Areas
- E. Develop ways to ensure key findings through to more detailed data (if appropriate) are shared and promoted in an engaging manner both internally and externally

CPC Recommendation 5: Consider reinstating your local business forum to assist local businesses and your economic development work

NK ACTION PLAN ACTIVITIES

- A. Explore options for and benefits from the re-establishment of the local business forum
- B. Council website – business signposting

THEME 4: Insight and Engagement

CPC Recommendation 2: Work and review with a wide range of young people, ie those aged under 30 years old from a range of demographic groups, their needs and aspirations - to understand and respond to them

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A To better understand the most effective approaches for better engaging younger people (under 30s)	01-Feb-22	31-May-22	<p>Meetings have been held with research providers in relation to Climate Change Engagement, with particular focus on engaging younger people in this topic. Furthermore, the Council submitted an expression of interest regarding a local climate change engagement programme, however the Council was, unfortunately, unsuccessful. However, due to the large number of authorities wishing to participate, the organisers would like to offer training, mentoring and peer support, which the Council has signed up to.</p> <p>In addition, the Corporate Information Team has produced profiles and maps highlighting where younger people are more likely to live in the District, by utilising Experian Mosaic, which includes data focused on behaviour patterns, how best to digitally engage people, etc. In addition, focus groups are being planned with younger people who work at the Council to understand what will encourage people under the age of 30 to engage with the local authority.</p> <p>Furthermore, surveys have been analysed to understand the preferences and aspirations (where possible) of younger people who have responded to Council engagement activities. This will continue to formulate an understanding of how to engage younger people in the future.</p> <p>The Corporate Information Team has also attended various LGA webinars in relation to consultation, whereby it is a common issue that many authorities struggle to engage people under 30 in their respective areas. However, the Team has taken the opportunity to network and try to understand similar issues and how these can be overcome.</p>	G Complete
B Develop and roll out preferred option(s)	01-Jul-22	30-Sep-22 (original) 31-Dec-22 (revised)	<p>Due to resource prioritisation for work on the cost of living challenges the timescale for this action has slipped by a couple of months. The RAG assessment reflects the original target timescale set back in January.</p> <p>Based on the outcomes from activity A above, an initial options paper has been prepared and discussed. Following this, the Corporate Information Team is continuing to explore and develop opportunities regarding engagement with younger people (for example, liaising with Experian Mosaic, exploring opportunities with other local authorities), which will be reviewed in more detail over the coming months with the programme being rolled out later in the year.</p>	A In progress, off track
C Set up metrics to measure success	01-Jan-23	28-Feb-23	Discussions have been held with various researchers and expression of interests submitted and, once the programme has been fully developed, metrics will be created to measure its success.	G Not yet due

THEME 4: Insight and Engagement

CPC Recommendation 4: Make the most of your consultations and surveys – from question design re equality, diversity and inclusion, to using the segregated data to inform future service delivery

Rec & Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Identify any conflicting practises across the Council	01-Feb-22	31-May-22	<p>The Corporate Information Manager has reviewed each Division's surveys and consultation activities to see whether any conflicting practices exist. Divisional customer satisfaction surveys utilise standard wording when collecting information to enable benchmarking and to provide a uniform way of collecting data across the organisation.</p> <p>In addition, it is recognised that some surveys can be requested at short notice. However, the Corporate Information Team already have a consultation calendar and ensure surveys of a similar nature do not run concurrently. Therefore, it can be confirmed there are no conflicting practices in relation to consultation and engagement activities within the organisation.</p>	G Complete
B Review approach to analysing data - both and quantitative - captured from consultation and engagement work	01-Feb-22	31-May-22	<p>The Council undertakes many quantitative engagement activities, however the qualitative work has not been as prominent over the past two years. However, with the relaxing of restrictions, the consultation approach has been reviewed with advice, analysis and understanding in relation to the differences of the two data collection methods being produced.</p> <p>However, as detailed above, all consultation exercises have been reviewed to ensure the most appropriate methodology has been used and will continue to be built upon during 2022/23. All surveys undertaken by the organisation were reviewed, and none were detected to have ambiguous or leading questions within the survey design.</p>	G Complete
C Review approach to question design, particularly in respect of equality, diversity and inclusion	01-Feb-22	31-May-22	<p>All surveys undertaken by the organisation were reviewed, and none were detected to have ambiguous or leading questions within the survey design.</p> <p>In addition, the provision of comment boxes was always included enabling respondents to note their thoughts and observations.</p> <p>Furthermore, our standard corporate survey approach always includes the Equality Monitoring questions, and there are no examples where these were not included.</p>	G Complete
D Review how captured data and insight is practically applied by Service Areas	01-Feb-22	31-May-22	<p>The Corporate Information Team has reviewed how data is captured across the organisation and where this information can be used to support each Service Area. New projects were already initiated, for example, understanding why some customers may not have renewed their garden waste collection, which supported a variety of teams across the organisation in understanding customer behaviour, location data, how to better inform and contact customers, preferred communication method, etc.</p> <p>This was, in turn, reviewed against myriad information and datasets focused on increased energy and food costs, fuel poverty and how this can also impact customers' choices.</p>	G Complete
E Develop ways to ensure key findings through to more detailed data (if appropriate) are shared and promoted in an engaging manner both internally and externally	01-Jun-22	30-Apr-23	<p>As previously detailed, key data findings from surveys, statistical information, etc is being distributed to Service Areas via visual maps, data reports, graphs and other tools available to ensure information is being presented in an engaging and accessible manner.</p> <p>However, this will continue to be reviewed and progressed throughout 2022/23.</p>	G In progress, on track

THEME 4: Insight and Engagement
CPC Recommendation 5: Consider reinstating your local business forum to assist local businesses and your economic development work

Rec & Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Explore options for and benefits from the re-establishment of the local business forum	01-Feb-22	30-Jun-22	<p>The creation of a new “ Developer, Agents and Business forum” has been scoped and agreed with Central Lincs Partners as part of a joint initiative. The first forum meeting is now scheduled for Q3 to align with the newly published Local Plan Examination in Public timetable.</p> <p>A business event will be held Tuesday 1st November at the International Bomber Command Memorial centre with a focus on climate and business emissions reduction. A guest speaker from the Midlands Net Zero Hub has been confirmed with the subject being what the business community can do and consider to support carbon reduction and achieve net zero. Over 70 acceptances from the business community to attend had been received by early October.</p>	G Complete
B Council website - business signposting	01-Feb-22	30-Apr-22	The Council has a dedicated separate BusinessNK website, which can be accessed directly from our corporate website. The BusinessNK website is constantly updated to ensure content is accurate and relevant to businesses. We also have business-specific social media accounts and produce an e-newsletter. We recently surveyed subscribers to see if they were happy with content and format to which they said they were.	G Complete



THEME 5: Governance

CPC Recommendation 8: Undertake a fundamental review of scrutiny

NK ACTION PLAN ACTIVITY

- A. Undertake a review of scrutiny, leading to options for a revised purpose, scope and structure

CPC Recommendation 11: Reduce the membership of the Planning Committee

NK ACTION PLAN ACTIVITY

- A. Develop options for the size and structure of the Planning Committee

CPC Recommendation 12: Use newer members, the Chief Executive and external support, e.g. the Local Government Association (LGA), the Planning Advisory Service and the Centre for Governance and Scrutiny, to encourage and/or lead on political changes, e.g. those recommended in this report, and introduce those changes gradually

NK ACTION PLAN ACTIVITY

- A. Consider the resource requirements, including external expertise, arising from the wider constitutional change projects and develop options for support

CPC Recommendation 13: Keep Covid-19 instigated decision making protocols via the council's constitution

NK ACTION PLAN ACTIVITIES

- A. Define the "good and relevant to the future" from Covid decision making protocols and develop options for permanent incorporation into the Council's constitution
- B. Implementation dependent on wider constitutional review timelines and subject to approval. There will be consequential changes to other Articles within the Council's Constitution and decision making processes.
- C. Review and improve report writing protocols
- D. Review scheduling of all Council and committee meetings to improve accessibility and ability to actively participate by NKDC councillors on those committees
- E. Work with town and parish councils to establish new ways of working to enhance all the councils' responses to delivering the Flourishing Communities vision.

CPC Recommendation 10: In relation to gender, age and other equality dimensions, consider how to further encourage councillor candidates from broader demographics and upskill members to take up more senior positions

NK ACTION PLAN ACTIVITIES

- A. Assess opportunities to broaden interest in becoming a councillor from a wider range of communities and demographics
- B. Review effectiveness of the existing Member Development Strategy and Action Plan; revising as necessary to incorporate additional CPC insights.

CPC Recommendation 9: Consider the introduction of portfolios for Executive Board members to increase accountability and credibility, externally and internally, and to speed up areas of decision making

NK ACTION PLAN ACTIVITIES

- A. Explore and develop options for future Executive decision making based on best practice in local government
- B. Implement any agreed option

THEME 5 GOVERNANCE
CPC Recommendation 8: Undertake a fundamental review of scrutiny

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Undertake a review of scrutiny, leading to options for a revised purpose, scope and structure	01-Feb-22	30-Apr-22	<p>A consultation exercise was undertaken with Members in 2021/22, which included two surveys and two briefings/workshops. This noted that three-quarters of respondents to the first survey agreed or strongly agreed the scrutiny function and the role of Overview and Scrutiny should be changed.</p> <p>Following suggestions put forward by Members, four scrutiny structures were proposed, with the most popular as a two-committee structure. Following analysis of the data, a report was presented to the Executive Board in March and was duly approved by Full Council in April 2022 in relation to a new structure, alongside a revised and refreshed scope and purpose of the scrutiny function within the organisation.</p>	G Complete

THEME 5 GOVERNANCE
CPC Recommendation 11: Reduce the membership of the Planning Committee

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Undertake a review of scrutiny, leading to options for a revised purpose, scope and structure	01-Feb-22	30-Apr-22	A new single Planning Committee took effect at the start of the new Municipal Year 2022-2023 comprising 15 Members and named substitutes.	G Complete



THEME 5 GOVERNANCE

CPC Recommendation 12: Use newer members, the Chief Executive and external support, e.g. the Local Government Association (LGA), the Planning Advisory Service and the Centre for Governance and Scrutiny, to encourage and/or lead on political changes, e.g. those recommended in this report, and introduce those changes gradually

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Consider the resource requirements, including external expertise, arising from the wider constitutional change projects and develop options for support	01-Feb-22	28-Feb-22	<p>The authority has and continues to benefit from the expertise provided by external government organisations, in helping to inform current and future proposals as part of a governance roadmap; reflecting the recommended actions from this review, some of which will be considered as part of an incremental approach.</p> <p>In May 2022, the Council adopted the LGA model code of conduct in its entirety with an additional provision relating to the declaration of gifts and hospitality. Although the previous Code of Conduct was robust and contained many of the provisions found in the model Code, the benefits in having one single code across the area is recognised together with the ability to access supporting guidance relevant. The Monitoring Officer is actively engaging with local parishes across the district promoting adoption of the Code through workshops and participation in Lincoln Association of Local Councils network day held in July.</p>	G Complete



THEME 5 GOVERNANCE

CPC Recommendation 13: Keep Covid-19 instigated decision making protocols via the council's constitution

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Define the “good and relevant to the future” from Covid decision making protocols and develop options for permanent incorporation into the Council's constitution	01-Feb-22	31-Mar-22	The option assessment has completed and has moved into the delivery phase.	G Complete
B Implementation dependent on wider constitutional review timelines and subject to approval. There will be consequential changes to other Articles within the Council's Constitution and decision making processes.	01-May-22	30-Apr-23	<p>A review of 'Officer Decisions' is planned for Q4 2022/23 as part of an ADSO Peer Review; and an internal guide developed thereafter.</p> <p>Proposals will have some consequential changes to the Council's Financial Procedure Rules (completed), Officer Scheme of Delegation and Council and Executive Board responsibilities. A streamlined approach will utilise the Council's existing committee administration software and report management system as part of ongoing governance robustness</p> <p>Consideration is being given to any Council Contract Procedure Rules and the outcome of any other 'decision making/scrutiny' reviews.</p>	G In progress, on track
C Review and improve report writing protocols.	01-Feb-22	31-Mar-23	Report writing training to support a corporate approach for report authors was delivered as planned during June and July. The current 'Guide to Report Writing' will be revised along with use of 'Report Management' in early 2023 as resources become available.	G In progress, on track
D Review scheduling of all Council and committee meetings to improve accessibility and ability to actively participate by NKDC councillors on those committees.	01-Apr-22	31-Oct-22	The majority of Council meetings and events commence at 5pm and average duration of meetings is approximately two hours. Members considered meeting start times as part of a report to Council in March 2022 and determined to retain existing meeting times.	G Complete
E Work with town and parish councils to establish new ways of working to enhance all the councils' responses to delivering the Flourishing Communities vision.	01-Apr-22	31-Mar-23	Engagement is in place with Lincolnshire Association of Local Councils to share and network for the benefit of local parishes and promoting effective relationships. From this the Council, working collaboratively across teams, is developing a theme-based engagement programme, with the initial focus on bio-diversity understanding, measurement and improvement opportunities surveys with parish councils.	G In progress, on track

THEME 5 GOVERNANCE

CPC Recommendation 10: In relation to gender, age and other equality dimensions, consider how to further encourage councillor candidates from broader demographics and upskill members to take up more senior positions

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Assess opportunities to broaden interest in becoming a councillor from a wider range of communities and demographics	01-May-22	31-Mar-23	The District Council, through its corporate website, external media releases and social media, promotes the opportunity for residents to consider standing for election. Information regarding Council support is published along with a Guide to Being an NK District Councillor. Prospective candidate events are also held ahead of District and Parish Council elections.	G In progress, on track
B Review effectiveness of the existing Member Development Strategy and Action Plan; revising as necessary to incorporate additional CPC insights.	01-Jun-22	30-Apr-23	<p>The sixth Member Development Strategy has been adopted following a cross party working group from the Member Development Panel contributing to the review. Reference to the support the council provides in encouraging candidates to stand for election has been strengthened in the 2023-2027 Strategy.</p> <p>The revised Member Development Strategy 2023-2027 was presented to and approved at the July Council meeting.</p>	G Complete



THEME 5 GOVERNANCE

CPC Recommendation 9: Consider the introduction of portfolios for Executive Board members to increase accountability and credibility, externally and internally, and to speed up areas of decision making

Activity	Target Start	Target Finish	Progress Comment	R-A-G
A Explore and develop options for future Executive decision making based on best practice in local government	01-Feb-22	31-Mar-23	Report considered by Council in March 2022 relating to several constitutional and governance matters that included the provision of Executive Board Portfolio Holders. It was agreed that this be reconsidered at a future date given the capacity requirements and implications for the authority.	G In progress, on track
B Implement any agreed option	01-May-23	31-Aug-23	Any options agreed would not be implemented until after the May 2023 Local Elections	G Start not yet due



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