


LGA Corporate Peer Challenge – Progress Review

North Kesteven District Council

Thursday 7 July 2022

Feedback





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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during November 2021 and promptly published the full report with an action plan.

The progress review is an integral part of the CPC process. Taking place approximately six months after the council published the CPC action plan, it is designed to provide space for the council's senior leadership to:

- update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- consider peers' reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- discuss any early impact or learning from the progress made to date.

The LGA would like to thank North Kesteven District Council (NKDC) for their commitment to sector support. This six-month review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

This progress review took place remotely on Thursday 7 July 2022 and focussed on each of the recommendations from the CPC, under the following theme headings:

Theme 1 – financial planning

- Recommendation 1 - be bolder in your spending plans, investments, commercialisation, etc

Theme 2 – climate action/pathway

- 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

Theme 3 – inclusion and succession planning

- Recommendation 6 - consider the equalities standard for local government as a means to benchmark commitment to equalities that officers have clearly articulated
- Recommendation 7 - consider a succession plan for your senior leadership to help ensure the council is prepared for any senior management changes that may occur over time

Theme 4 – insight and engagement

- 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
- 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
- Recommendation 5 - consider reinstating your local business forum to assist local businesses and your economic development work

Theme 5 - governance

- Recommendation 8 - undertake a fundamental review of scrutiny to ensure the scrutiny function including panels and task and finish groups are as effective as possible
- 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
- 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
- Recommendation 11 - reduce the membership of the Planning Committee
- Recommendation 12 - use newer members, the Chief Executive and external

support, eg the Local Government Association (LGA), the Planning Advisory Service and the Centre for Governance and Scrutiny, to encourage and/or lead on political changes, eg those recommended in this report, and introduce those changes gradually

- Recommendation 13 - keep COVID-19 instigated decision making protocols via the council's constitution.

The following members of the original CPC team took part in this progress review:

- Larissa Reed, Chief Executive, Swale Borough Council
- Cllr Adam Paynter, Deputy Leader of the Opposition, Cornwall Council
- Mark Horan, Improvement and Business Design Lead, Lewes and Eastbourne Councils
- Siraj Choudhury, Head of Legal, Governance & HRⁱ, Crawley Borough Council
- Vicki Goddard, CPC Follow Up Manager, LGA
- Suraiya Khatun, Project Support Officer, LGA.

The peer team met virtually via MS Teams over the course of three hours with the following representatives from the council:

- Cllr Richard Wright - Leader of the Council
- Ian Fytche – Chief Executive
- Phil Roberts – Deputy Chief Executive
- Russell Stone – Director of Resources
- Andrew McDonough – Economy and Place Director
- Evonne Rogers, Assistant Director of Corporate and Community Services
- Marcella Heath, Democratic Services Manager.

3. Progress Review - Feedback

Theme 1 – financial planning

Recommendation 1 - be bolder in your spending plans, investments, commercialisation, etc – the council can afford to do this given the relative strength of

its finances overall. It will also make the most of NKDC's momentum, in taking forward its strategies and plans, to speed up and increase its delivery and ambitions through bolder financial planning.

NKDC has progressed a range of significant programmes and projects in response to this recommendation. These include: accelerating housing delivery, considering options to acquire land for additional housing; investing in renewable energy via solar panels, farms, and electric vehicles; and regeneration/economic development.

NKDC has also responded to related challenges such as: the rising costs of living, energy and construction materials, inflation and borrowing. In particular, the council is scheduling more viability assessments throughout capital projects. It has also allocated £6.5 million of reserves to its Sleaford Moor Enterprise Park (SMEP) programme to use if required to avoid unnecessary risks including borrowing and delays.

The peer team noted that NKDC has no Minimum Revenue Provision (MRP) planned for its £44 million loan to its housing company, which could potentially lead to future financial deficits. Whilst recent guidance and clarifications from the Department for Levelling UP, Housing and Communities have indicated this is an acceptable approach, given this is an ever-changing area NKDC may wish to keep its approach to MRP under review. Through the council's Treasury Management Strategy, the council: reviews all its loans annually, consequently and currently expects them to be repaid, and addresses any potential non-payment via a Voluntary Revenue Provision, which NKDC feels more prudent. Additionally, the council's external auditor has signed off its financial plans as an appropriate response to these issues and more generally, and the council is keeping its response to these issues under review. The council has also considered aligning its loans to asset lives, meaning that any future requirement to apply MRP could be spread over a longer period than the current investment loan duration.

Theme 2 – climate action/pathway

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 - various elements of the current Climate Emergency Strategy and Action Plan are not strategic, and the Plan is not costed, and staff and

partners do not know how the Plan will be achieved. Such a new roadmap will help ensure the Plan is delivered.

NKDC is part way through a major review of its climate strategy and climate emergency action plan to: develop a costed, funded and themed routemap, link carbon budgeting to prioritisation, and allocate staff and finances throughout the council to develop, manage and deliver the strategy and plan. This will ensure NKDC's green agenda is part of the council's 'business as usual' approach through a 'green thread', whereby each officer's green work contributes to NKDC's overall strategic objectives.

The council is also producing a prospectus with consultants to identify non-funded items of work requiring partnership and/or national/government support, as well as an environment policy. NKDC regularly reviews its climate and other finances in light of inflation, viability assessments and other factors. Assessments through NKDC's Housing Revenue Account work, LGC awards nominations and various options appraisals are also informing this work.

NKDC's timetable for its Executive Board to approve the revised strategy and costed action plan in October 2022 includes various consultation exercises, utilising social media, but also through focus groups with young people in autumn 2022 and conversations within communities, businesses and parish councils at local venues. This is further to work with research providers, a local climate change engagement organisation, and consultation on the Central Lincolnshire carbon net-zero local plan. The council is also using in-depth Experian Mosaic and other segregated data, and Gov Delivery surveys, to analyse and respond to its communities' needs. The peer team noted however that relying mainly on social media for such consultation risks excluding notable communities. These include: those in rural locations who may not have sufficient digital connectivity, older people who do not use social media, and those who cannot afford the technology and connectivity, or do not have the skills, to use social media. **NKDC should therefore further its work with the LGA's New Conversations [guide](#) to engagement, to further inform direct conversations with the council's local communities, businesses and parish councils in addition to the work with young people and the use of social media.**

The council is also developing relevant programmes of work such as: progressing its

use of 'Co2-sy'/passive standard eco-efficient housing, piloting a retrofit improvement programme of its existing housing properties, especially where gas supplies are rural, off-grid locations, and analysing council buildings' carbon emissions.

Theme 3 – inclusion and succession planning

Recommendation 6 - consider the equalities standard for local government as a means to benchmark commitment to equalities that officers have clearly articulated – this would help measure the difference council initiatives are making to improving diversity in all the council's work to reflect and respond to its communities' differing needs.

NKDC has developed two action plans with its Executive Board to deliver the equalities standard for local government. These plans cover: understanding and working with the council's communities; leadership, partnership and organisational commitment; responsive services and customer care; and a diverse and engaged workforce. **Once the council has delivered on these action plans, it will seek external assessment against the standard, and publish the assessment, to reflect on and further progress this work.**

Recommendation 7 - consider a succession plan for your senior leadership to help ensure the council is prepared for any senior management changes that may occur over time. The Chief and Deputy Chief Executives represent the council on various partnerships, and there is particular reliance within the council on the Chief Executive generally. This therefore raises the issue of a 'single point of failure', as defined above, which succession planning would help to address in advance of any such changes.

NKDC has developed a Senior Management Team (SMT) succession log with an accompanying plan focussing on four key areas: context, resilience, principles and actions.

At director level, the council has developed and is running a total leadership 12 month programme with Solace involving five residentials plus on-line learning. The programme's core modules cover: understanding the context of your leadership; place and systems leadership; innovation, adaptive and agile leadership; inclusivity and complexity; authentic personal leadership and resilience.

The council has also developed, launched and is running its AspireNK leadership course. The first cohort of ten middle managers have commenced the course to prepare for potential future transition to assistant director level. The cohort has also suggested a 'Junior AspireNK' programme for talented and capable junior colleagues, which the council will build into its Our People work programme.

The council's TalentNK pathways, including apprenticeships, have been in place for some years and enable more junior members of staff from across NKDC to enhance their skills, experience and career options. These pathways now form part of the council's wider succession planning further to the November 2021 CPC report.

Programmes are open and accessible to all, and participants are asked what they want to achieve job/career wise, so these goals can be managed. More women and young people are participating in some cohorts than older men. This is helping to ensure more diversity and a long-term approach to NKDC's succession planning.

Having developed more flexible/hybrid working arrangements since the COVID-19 pandemic, NKDC is now advertising its job vacancies through more national means such as the Municipal Journal, so that they attract the best, widest number of applicants. Demographics of applicants are becoming more representative of local and national populations but NKDC is looking to further enhance representation.

The council has also developed, and regularly updates, an internal, transparent resourcing contingency plan. This allows NKDC senior managers to take leading roles on all local, regional and national forums if required. The council's human resources team is also identifying who internally could be appointed to SMT and key unit manager roles on short-term bases if necessary.

NKDC should formally review its leadership programmes and succession plan after a suitable period of time, for example after 12 months. The review should include staff who have been through the leadership programmes so that it reflects on and responds to real life experiences and views, to improve future programmes.

Theme 4 – insight and engagement

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 – NKDC aspires to do this but the peer team found little evidence of how this is happening in practice. Any approach needs to support all young people, ie of different demographics. The council therefore needs to work with a wide range of young people to achieve this aspiration.

NKDC has reviewed information it holds on its young people to develop its understanding of them. Through mapping, the council has identified hotspots/hubs of where young people live and how best to engage with them. NKDC has also analysed information on patterns of survey responses by young people. Despite those aged between 18 and 30 making up 15.9 per cent of the adult population (aged 18 and over), they have been severely underrepresented in recent consultations carried out by the council. People are asked for their age in consultations by 10-year age bands, with two categories covering the age groups of interest, 16-24 and 25-34. If the survey respondents were to be representative of the population aged 16 and over, the expectation would be to have 9.9 per cent aged 16-24 and 13.8 per cent aged 25-34. Of the surveys undertaken over the last 12 months however, the best results were in the customer satisfaction survey, which had responses of 0.9 and 5.5 per cent from these groups respectively. Other surveys were also well below these outcomes, illustrating the size of the challenge ahead for NKDC, in common with many other councils.

Through research, the council has also identified options to further engage with young people, and is planning: focus groups to test different approaches, targeted survey work at young people, and other pilot engagement approaches. Additionally, it has also been easier to progress face to face engagement work since pandemic restrictions have been lifted. **The council is also planning to set up metrics to monitor success once the engagement programme has been fully developed.**

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 - NKDC clearly undertakes a variety of regular consultation and surveys with customers, residents, communities and staff. More could be done however to seek, extract, analyse and use the maximum amount of information from them to enhance service delivery for the wealth of the district's Flourishing Communities.

The council has reviewed its survey formatting and processes, and intends to do so annually. Whilst this work identified that NKDC's surveys regularly include equality, diversity and inclusion (EDI) questions, the council acknowledges that it is not undertaking specific actions to approach or address the needs of specific EDI groups. NKDC does however recognise the opportunities and potential benefits of doing so. It also recognises the many opportunities, now that most pandemic restrictions have been lifted, to further progress qualitative consultation and data through face to face work. **The council should therefore build on this thinking to develop ways to target and respond to the more nuanced, EDI needs of its communities so its services effectively support as many residents as possible. The peer team also urges NKDC to make the most of current opportunities to undertake face to face work whilst pandemic restrictions are minimal.**

More generally, the council has analysed information from its recent surveys, including that on residents' behaviour and circumstances, to explore potential improvements to its support and services. Presentation and distribution of data has improved as a result of this work through more accessible maps and reports. Services have also improved, including garden waste service marketing and renewals, and cost of living support. NKDC recognises however that it receives various feedback from its communities through various means and could **do more to strategically collate, analyse, learn from and respond to those messages from surveys' open questions and other invitations to feed back.**

The council also wants to learn from the climate change consultation work outlined in theme 2 to further enhance its consultation and survey work more generally. **The council should progress all this work, including through its annual review of its surveys, to ensure the most is made of such feedback to improve its services on a continual basis.**

Recommendation 5 - consider reinstating your local business forum to assist local businesses and your economic development work – this is because local businesses and social enterprises face a range of stark recruitment and retention challenges, and are therefore seeking your support.

NKDC has reviewed its options to re-establish its local business forum. In doing so, and working with central Lincolnshire partners, the council is establishing a new

developer, agents and businesses forum. This is to align with the local plan process for adoption, and the forum's first meeting is scheduled for October 2022.

The council has also been involved in developing a calendar of business networking events; the first event is planned for September 2022. These events will help NKDC to best understand and respond to the needs of its local businesses.

Additionally, the council has expanded its digital offer and support to local businesses. This includes NKDC developing a business-specific social media account and regularly updating its content. The council has also surveyed its 5,500 subscribers to review and tailor the support content contained within the BusinessNK website. The responses have helped to inform content changes to the e-newsletter to reflect the needs of small businesses, including changes to the format, frequency of publication and so forth.

Key to the success of the new forum, events calendar and digital support will be NKDC capturing what local businesses', agents' and developers' needs are so it can best respond, measure its success in doing so, whilst enabling the local economy to best flourish for the benefit of the whole district.

Theme 5 - governance

Recommendation 8 - undertake a fundamental review of scrutiny to ensure the scrutiny function including panels and task and finish groups are as effective as possible. The scrutiny panels are currently officer led, and members do not challenge reports as strongly as they could. Not all scrutiny members attend, call-in powers are not used, the remits of the three scrutiny panels are not always clear and there is some overlap between their work. A thorough review and challenge undertaken appropriately in a helpful and supportive way would help address these issues.

The council has undertaken a review of scrutiny, which reflected on good practice and guidance from the Centre for Governance and Scrutiny, and consulted all NKDC councillors via two surveys and two workshops. Three-quarters of first survey respondents agreed the scrutiny function and role should change. Building on councillors' suggestions, four scrutiny structures were proposed. There was some resistance to change from councillors but the CPC helped to progress this review. The most popular option was a two-committee structure, which full council unanimously approved in April 2022, alongside a revised and refreshed scope and

purpose of NKDC's scrutiny function.

Both scrutiny committees comprise 13 councillors, some of whom are new or have previous scrutiny or licensing committee experience. Under the previous approach, many councillors did not want to be scrutiny committee members. Through selection processes this time however, many councillors shared their aims with their political group leaders so they could be met through these and other appointments. This has helped ensure more proactive and engaged committee membership.

The resources committee scrutinises internal, corporate and budgetary information. The flourishing communities committee scrutinises more external, service driven information. Running since May, each committee has met once, and Executive Board members attend each committee to ask and answer questions. This is resulting in more interaction between the two levels of decision-making. NKDC is also developing a guide to scrutiny committees, and work programmes are being developed for autumn 2022. The latter will particularly help foster a culture of pre-rather than post-decision making scrutiny. This is a significant scrutiny policy shift to get a wider spread of views of broader work areas such as partnerships.

It is early days however in terms of this new scrutiny committee structure. NKDC is therefore monitoring developments, learning from and responding to each meeting. **NKDC should consider how best to formally measure and review success of these new scrutiny committees beyond anecdotal evidence. The council should also commit to a timetable to ensure the review is undertaken. These measurement and review points also apply to the new planning committee arrangements, as outlined below under recommendation 11.** The council is already developing metrics to help measure and review success of both the new scrutiny and planning committees to form a review report that could be presented to the council in 2023. These could for example include: quality of decision making, ie percentage of decisions upheld at appeal, against councillor overturns; the number of planning committee decisions resulting in costs against the council; quality standards and councillor participation in/completion of NKDC's scrutiny and planning training programme; and committee health by observing councillor and officer behaviour in relation to codes/schemes of delegation. Some councils undertake customer feedback after a planning committee but this can be difficult as a measure because the results can be easily influenced by the final decision made. **The council should**

also further develop its culture of councillor led scrutiny and effective challenge. This will help ensure councillors recognise and enact their role and influence in this work to their full potential. It will also help ensure officers best support the scrutiny function and related processes. NKDC is already drafting development programmes for committee members and strong community advocates as non-committee members. The council is also organising scrutiny training and other support with the LGA following the review to garner and foster development opportunities for scrutiny members to lead the process.

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 - there are clear opportunities for Executive Board Members' current individual 'areas of special interest' to be enhanced by allocating defined portfolios that are clear to all members, staff, the public and partners.

NKDC explored best practice around this, developed options for future executive decision making, and consequently presented those options in a report to full council in March 2022. Full council agreed to reconsider the options at a future date due to the capacity requirements and implications for the authority. The Leader also consulted with Executive Board councillors on the options, resulting in a shared view that there is no compelling case for change. This was on the basis that there is no evidence that introducing portfolios would enhance NKDC's decision making, and that the current model had proved effective. The council is therefore not looking to make any changes around this. **The peer team advises NKDC to update full council through reports on the action plan as soon as possible, enabling full council to confirm a way forward.**

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 - NKDC's members broadly represent the district geographically but the demographics of its Flourishing Communities are slowly changing and will continue to do so. It would therefore be beneficial to encourage a more diverse base of councillor candidates and upskill members to better reflect and respond to the district's communities and their differing needs.

NKDC continues to promote opportunities for residents to consider standing as councillor through its website, social media, external media releases, and other published information and guides. The council is also looking to make standing as a candidate as accessible as possible, for example by considering event times that align with their home/work routines. NKDC also supports local democracy week, the LGA's 'Be a councillor' initiative, and prospective candidate events are held ahead of district and parish council elections.

The council has also reviewed its member development strategy, which full council adopted in July 2022, and which references support to encourage councillor candidates. The strategy includes consideration of how to broaden interest in becoming a councillor from a wider range of communities and demographics.

The peer team believes however that the council should do more to encourage councillor candidates from a broader range of demographics, and monitor/compare the demographic profile of its councillors against that of the district population. The peer team recognises there is a limit to what NKDC, indeed any council, can do to ensure councillor demographics represent those of the district. However, the team was not alerted to any specific council activity to help address this, although political groups are thought to be undertaking work to improve councillor diversity. NKDC therefore needs to do what it can, including with its local political parties, to encourage best demographic representation of the district through its councillors. The council acknowledges that its political make-up does not fully reflect the district's demographics. The LGA can help with such work through its related support toolkit and bespoke work through Virginia.Ponton@local.gov.uk. The link to this LGA support, which NKDC will engage with as part of proactively enabling a broader diversity in candidates, may help encourage greater inclusivity.

Recommendation 11 - reduce the membership of the Planning Committee – having all council members on the Planning Committee makes it difficult to manage and for it to make effective decisions at maximum pace. Not all members support the current membership or want to be on or engage with this Committee, or can easily attend it. For all these reasons, this Committee's membership should be reduced.

As part of its review of scrutiny, NKDC reviewed the structure and role of its planning committees, and developed a set of options for a revised purpose, scope and

structure. Work since has culminated in a new single planning committee and some new procedures, which took effect in April 2022. The committee is responsible for all development management matters and comprises 15 councillor members and named substitutes. The committee had only met once at the time of this CPC progress review and was due to meet the next day. As NKDC embeds this new approach, and imminently refreshes its planning code of conduct, it sees this new committee as an opportunity to enable strong community advocates through its local ward councillor members. The council is planning a development programme for all its councillors to emphasise that every one of them can represent their communities through this committee, whether they are a member of it or not.

Recommendation 12 - use newer members, the Chief Executive and external support, eg the Local Government Association (LGA), the Planning Advisory Service and the Centre for Governance and Scrutiny, to encourage and/or lead on political changes, eg those recommended in this report, and introduce those changes gradually - carrying forward any changes with the council's members is likely to be difficult because of the contrasting views amongst them on the need for change. Some are very resistant but often newer members are open to change. Therefore use those newer members, the Chief Executive and external support to introduce changes gradually.

NKDC has and continues to benefit from the expertise provided by external government organisations in helping to inform and develop this recommendation as part of a governance roadmap. This includes considering options around committee structure, good practice and reports from the Centre for Governance and Scrutiny, and the Planning Advisory Service, and benchmarking with nearest neighbours. The council is also using its councillors and senior officers to drive political change, for example through NKDC's climate change related retrofit, SMEP investment and refugee hosting programmes.

Recommendation 13 - keep COVID-19 instigated decision making protocols via the council's constitution - elements of decision making became quicker and more agile during initial stages of the pandemic. Other decisions however took, and still take, unnecessary months to agree. NKDC should therefore consider how to retain and formally adopt COVID-19 instigated decision making protocols that worked well via the council's constitution, alongside the review of the council's scrutiny function, to

best support such decision making.

NKDC has identified the 'good and relevant to the future' best practice from its COVID-19 decision making protocols, developed and completed an options assessment to incorporate such practice permanently into the council's constitution and decision making processes. NKDC is in the process of incorporating these changes, including those to the council's financial procedure rules, council and Executive Board responsibilities, and the officer scheme of delegation. NKDC is also reviewing councillors' collective roles to ensure they make decisions wherever, and in as streamlined a way, as possible, whilst giving officers confidence and delegation to act where needed.

A streamlined approach means utilising the council's existing committee administration software and report management system as part of ongoing governance robustness. The council is also reviewing related possible changes within its contract procedure rules. Implementation is dependent on wider constitutional review timelines and is subject to full council approval in spring 2023.

A further review of officer decisions is planned for 2022 as part of an Association of Democratic Services Officers peer review. NKDC will consider the findings of that review to further enhance its approach, including how to write and manage reports.

Full council has reviewed the scheduling of its council and committee meetings, the majority of which start at 5pm for an average of two hours, with councillors often then going on to parish council meetings. The purpose of the review was to consider and improve councillors' access to and active participation in these meetings. Council agreed however to retain the existing meeting times. Reasons for this included councillors' day time work hours, and parish councils not changing their own meeting times but accepting reports in lieu of attendance. The Leader of the Council is however emphasising to NKDC councillors that they must prioritise NKDC rather than any parish council work. Additionally, pre agenda meetings remain online and continue to be effective.

The council's monitoring officer is engaging with NKDC's local parishes to promote its adoption of the LGA Model Code of Conduct, for example through workshops and participation in the Lincoln Association of Local Councils network day. This is to encourage parishes to similarly adopt the Code, by way of good practice and

enhancing their work generally, in the spirit of healthy, ongoing improvement to a recognised standard. It is also to ensure consistent understanding and modelling of good conduct by councillors and related processes throughout the district. The council is also working with parish councils to enhance delivery of its flourishing communities vision. This includes engaging with the Lincolnshire Association of Local Councils to share and network, to benefit local parishes and promote effective relationships. From this work, NKDC is developing a theme-based engagement programme with parish councils. The initial focus is on bio-diversity surveys and improvement initiatives arising from them.

NKDC should continue its work with its parish councils and the association to progress all elements of the flourishing communities visions beyond biodiversity. This will ensure the whole vision is best progressed and provides the maximum benefit to the district.

Overall summary


The peer team was impressed with NKDC's rapid progress and resource allocations in the last six months to take forward the November 2021 CPC report's recommendations, particularly under theme 3 – inclusion and succession planning. This progress is especially notable in light of NKDC's additional work responding to Ukraine, the cost of living, inflation, and other national and international developments in recent months.

The council has also been awarded various accolades recently – as a shortlisted contender and winner - reflecting a range of good practice and improvements made. The peer team hopes this report enables further opportunities as part of NKDC's improvement journey. The team also recommends the council continues to reflect on and further progress its work from this review on a regular basis in line with its corporate and programme planning cycles for best effect.

4. Final thoughts and next steps

The LGA would like to thank NKDC for undertaking an LGA CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.



Under the umbrella of LGA sector support, there is an on-going offer of support to councils. The LGA is well placed to provide additional advice, guidance and other support on a number of the areas identified for development and improvement, and we would be happy to discuss this.

Mark Edgell, Principal Adviser, is the main point of contact between the council and the LGA and his e-mail address is mark.edgell@local.gov.uk.

ⁱ Now Head of Governance, People & Performance