

Report to: Audit & Governance Committee  
 Date: 23 November 2022  
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Report Summary	
<b>Report Title</b>	Review of the New Governance Arrangements
<b>Purpose of Report</b>	To update Members on plans for the 6-month review of the new (Executive) Governance arrangements adopted by Full Council on 17 May 2022
<b>Recommendations</b>	a) Members endorse the plans; and b) Members note that the findings of the review will be brought back to this Committee on 1 February 2023
<b>Reason for Recommendation</b>	Full Council resolved for a report to be brought to Audit & Governance Committee six months after the new arrangements were adopted in order to review their effectiveness of the arrangements. It is proposed to bring a further report in February in order to allow time for consultation with all Members.

## 1.0 Background

1.1 On 17 May 2022 the Council moved from a committee system of governance to a cabinet system of governance. The aim of this change was for the system to meet the principles outlined below.

Inclusion	Ownership	Transparent & Agile	Challenge Performance	Modern & Accessible	Connected
<ul style="list-style-type: none"> <li>Members feeling involved and well-informed</li> <li>Members are able to contribute</li> </ul>	<ul style="list-style-type: none"> <li>The Executive operates as a team, but individual members of the Executive take ownership and accountability for their portfolios</li> </ul>	<ul style="list-style-type: none"> <li>Agile, clear and appropriate decision-making</li> <li>Swift where it needs to be</li> <li>Transparent</li> <li>The 'right' decisions being made at the 'right' level by the 'right' portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Purposeful, constructive and challenging performance review</li> <li>Open to external outlook and input</li> </ul>	<ul style="list-style-type: none"> <li>Modern</li> <li>Bureaucracy light</li> <li>Accessible and easy to understand</li> </ul>	<ul style="list-style-type: none"> <li>Linked up to locality</li> <li>Connected Cabinet and Performance Review</li> </ul>

1.2 Considering this significant change, it was agreed to undertake a review of the system 6 months after implementation (mid-November 2022) to review how it was working and make recommendations for improvement (as required). This recommendation was agreed by Full Council on 17 May 2022.

1.3 This report shares the review plans, ongoing at the time of writing this report, which will inform the 6-month review of the system to be reported to the Audit and Governance Committee in February 2023.

## **2.0 Proposal**

2.1 The governance review has been ongoing during October and November 2022 to allow appropriate engagement with Officers and Members. This has also allowed Officers and Members to reflect on three Policy & Performance Improvement Committee meetings, three Cabinet meetings and one Audit & Governance Committee meeting. The engagement plans are outlined below and have been reviewed, and endorsed by, the Governance Review Member Working Group, who have also given initial thoughts on various aspects of the new governance arrangements.

### **2.2 Consultation with Officers**

Officers who have attended a Cabinet or Committee under Executive arrangements have been asked to complete a survey reflecting on their experiences with various aspects of the Executive system such as report templates and the Executive Forward Plan. Business Managers and the Senior Leadership Team (SLT) also provided their feedback on the system at a session in October. Officers closely involved in the Executive system (namely Democratic Services Officers and Transformation Officers supporting Policy and Performance Improvement working groups) were hosted at a bespoke feedback session in early November to gather their feedback and considerations.

### **2.3 Consultation with Members**

There are two sessions open to all Members, one in person and one virtual to allow the greatest engagement. These sessions are to be held on Monday 12 December (remote) and Thursday 15 December (in person at Castle House). These will be chaired by the Chief Executive and Members will be invited to review the governance structure and provide feedback on various aspects of the structure such as the Cabinet, Policy & Performance Improvement Committee and the Executive Work Programme, sharing what is working well and what could be improved. Members will also be invited to consider the principles upon which the new system was designed and provide feedback on whether these principles are being embodied in the new system.

### **2.4 Next Steps**

The findings of this consultation will feed into the 6-month review of the governance structure now proposed to be presented to this Committee in February 2023 following further consideration by the Governance Review Working Party.

## **3.0 Implications**

In writing this report and in putting forward recommendations officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

### **3.1 Financial Implications (FIN22-23/1736)**

A one-off £5,000 training budget was assigned for both Officers and Members. £2,115 has been spent to date. The findings of the 6-month review will inform how the remaining £2,885 could be spent.

#### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Proposals for New Governance Arrangements, reported to Full Council [May 2021](#)

Proposals for New Governance Arrangements, reported to Full Council [Dec 2021](#)

Proposals for New Governance Arrangements, reported to Full Council [March 2022](#)

Adoption of New Governance Arrangements, reported to Full Council [May 2022](#)