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| Original CPC Recommendation Feb 2020 | Progress 2021/22 | Comments |
| 1. Work with Northern Devon Futures and North Devon + and relevant strategic partners to create a 2050 vision and investable opportunities. Northern Devon requires a long-term vision in order to tackle long standing socio-economic weaknesses. The vision will enable the setting of clear priorities and enhance opportunities to attract additional funding and investment into the local area. | The North Devon Futures Board has now been established consider partnership opportunities such as:  • Key outcomes from the Housing Summit including the Housing Survey  • The Investment Plan as part of the UK Shared Prosperity Fund  • Levelling-up  • Devolution & the County Deal  • Health Inequality Plan  • Review of the Joint Local Plan update  • The Cultural Strategy    With a jointly funded Programme Manager due to be advertised. |  |
| 2. Continually evolve the corporate plan as a living document including taking opportunities for wider internal and external consultation and ensure that priorities meet any 2050 vision. Given the council’s decision to quickly develop a corporate plan without full consultation opportunities need to be taken to more widely engage with the staff, public and stakeholders. This also supports the council’s commitment to make the corporate plan a living document. | A review of the Corporate Plan took place Q3 2021/22 engaging with members to refresh their aspirations against a backdrop of enormous change e.g. Brexit, Covid. The output developed x6 Programmes presented to all Members in December 2021. Setting our short, medium and longer terms projects for:    • Financial Security / Governance  • Organisational Development  • Environmental Enhancement  • Housing & Community Safety  • Regeneration & Economic Growth  • Customer Focus    With regular reporting coming out of the newly formed PMO. |  |
| 3. Invest in capacity to deliver the ‘everything changes’ programme, address the funding challenges and achieve shared ambitions for North Devon. Senior Management Team (SMT) and political leadership need to drive changes required to ensure that the ‘everything changes’ programme is implemented to agreed timelines given slippages in change programme. The ‘everything changes’ programme supports the council’s transformation plans and is integral to delivery of the corporate plan priorities. Additional capacity in programme management and related skills is vital to achieve success. The emerging plan sets short timescales and leaders and managers need to step up to the challenge to ensure deadlines are met. This is important also in relation to the speed required to draw down savings to achieve a balanced budget in future years. | A new Programme Management Office has been put in place to support the delivery of the Corporate Plan and those 6 supporting programmes noted above. |  |
| 4. Review strategic management and the organisational structure to add necessary and critical capacity to drive internal change and external advocacy and funding opportunities. Significant challenges exist at chief executive and senior management team level to create strategic thinking and relationship management capacity to drive internal and external change. There is an urgent need to either enter a shared appointment with an appropriate local authority partner or engage a waste specialist to the senior leadership team and to move a number of the other services which report to the chief executive to a new senior leadership position to enable the chief executive to focus more on strategic leadership and management. The organisational structure needs to be reviewed to ensure that it is best placed to deliver on corporate priorities. | A restructure of the Senior Management Team took place with the new team in place 01 September 2021 to provide that much needed strategic thinking. Once this first tranche of organisational change took place. Those new Heads of Service were then tasked with developing their programmes and identifying those programmes, changes to operating models and identifying resources required. |  |
| 5. Accelerate plans to deliver commercialisation and required culture change by setting clear objectives, creating additional capacity and expertise and where relevant staff training and development. The commercialisation agenda is an important component of the council’s medium-term financial strategy to diversify its income base and support the delivery of a balance budget. Setting a clear commercialisation strategy backed by financial and human resource is necessary to achieve success. | A Commercialisation Strategy was fully endorsed by Members. All programmes were asked to identify income generation opportunities. Since approval of that strategy we have purchased Green Lanes Shopping Centre, at a significantly reduced cost from its originally marketed position. Taking a risk based approach to this acquisition the ROI is promising. We are now consider a multi-partnership hub in that town centre location to increase footfall and parking. |  |
| 6. Ensure the roles of lead members are better understood and joint working between lead members, committee chairs and SMT enhanced. Lead members are unclear about their roles and opportunities exist to enhance joint work with committee chairs and SMT to help deliver corporate priorities. Consideration should be given to away days to set priorities and review achievements against the corporate plan. | The 2021 CPC Refresh noted:  • It is important to take members on your journey – and for all members to continue to step into their organisational leadership role. Building on conversations that have already started, clarity from elected members on priority, and non-priority areas is essential as plans are refreshed as part of the pandemic recovery process.  Work is continuing in this regard. |  |
| 7. As part of organisational development and training and development opportunities the council should consider:    • refreshing councillor development programme to ensure it is role focused and specifically targeted at helping councillors gain the skills they need to carry out their roles under the constitution;    • creating an organisation with flexible structure, easy to use technology, simple processes and accurate data;  • developing a smarter working environment through the use of generic job roles (job families based on behaviour/skills to allow movement between teams and address capacity and resilience issues);  • ensuring PDP discussions provide regular feedback and performance issues are appropriately addressed; and  • tap into wider experiences and learn from the best. | Using a One Team approach to instantly respond to issues such as Covid-19, Government Grants, Ukranian Refugees. North Devon Council is increasingly breaking down those traditional silos and respond in an agile way to mitigate risks or resolve issues.  Part of the OD Programme will now be looking at our JE Scheme with associated Family Groups  We have adopted a new set of Staff Behaviours that have been developed by our staff, they not only set out clearly what is expect but also what is not. These are already being used to great effect in our recruitment processes (starting with our new SMT) and being used to address poor performance .  SMT are still recruiting to their teams but will soon have the capacity to reach out to their partners / peers and pick up on good practice, above what they are already doing. |  |