

### **Instructions from the Improvement and Assurance Board**

<b><u>Instructions</u></b>	<b><u>Deadline</u></b>
<b><u>1. Governance</u></b>	
Operate an efficient and effective decision making process	<b>30.06.23</b>
Application, in full, of the Council's officer/member protocol	<b>30.06.23</b>
Regularise, in a consistent way, good communication and engagement with stakeholders	<b>30.04.23</b>
Consolidate best practice in governance relating to all partnership working	<b>30.06.23</b>
Finalise the implementation of the restructured commissioning and procurement system	<b>31.03.23</b>
Deliver a robust and rigorous risk management process	<b>31.03.23</b>
<b><u>2. Finance</u></b>	
Approval of wholly realistic, and balanced, plans and budgets	<b>06.03.23</b>
Establish and maintain a sound and prudent reserves policy and practice	<b>06.03.23</b>
Deliver a fully resourced Capital Investment Plan	<b>06.03.23</b>
Early resolution of all outstanding matters relating to 19/20, 20/21 and 21/22 audit of accounts	<b>30.09.23</b>
Complete the financing of the £17m misappropriation of funds relating to the HRA	<b>31.03.23</b>
Deliver the Financial Improvement Plan covering the key elements identified by the IAB to provide assurance in respect of finance and accounting	<b>31.03.24</b>
Reinforce financial stewardship in providing resilience and sustainability through 23/27	<b>31.03.23</b>
Bring forward a credible and risk assessed plan for additional pipeline of capital receipts linked to the implementation of the corporate landlord model	<b>30.09.23</b>
<b><u>3. Transformation</u></b>	
Establish and deliver a fully funded Transformation Programme	<b>06.03.23</b>
Identify Best Value in the provision of all services as key in delivering fundamental change	<b>30.06.23</b>
Create a clear plan for stimulating the local economy	<b>30.06.23</b>
Dismantle historic practices to enable "Transformation" to succeed	<b>30.04.23</b>
Ensure that the right balance is struck between the provision of 'in-house' and outsourced services	<b>30.06.23</b>
Understanding, acceptance and commitment of <b>all</b> senior management to the need for cultural change	<b>31.03.23</b>
<b><u>4. Corporate Planning</u></b>	
Approve the fully integrated, SCP, Workforce Plan, MTFP, Transformation and Recovery Plans	<b>06.03.23</b>
Instil a truly corporate commitment in the fulfilment of the Council's Plans	<b>30.06.23</b>
Provide a clear and direct link between the Corporate Plans and the Performance Management Regime	<b>30.04.23</b>
<b><u>5. Companies</u></b>	
Determine the future of Nottingham Castle in line with the commercial strategy and without exposing the Council to inappropriate risk	<b>30.06.23</b>
Finalise the strategic plans of local authority companies expeditiously	<b>31.03.24</b>
Integrate Shareholder Unit good practice in all company activity	<b>30.06.23</b>
Implement agreed companies governance requirements, specifically:	

Align NCC's conflicts of interest requirements, as they apply to Council owned entity Boards, with the Lawyers in Local Government Code of Practice	<b>31.05.23</b>
Take decisions on the Council's future interests in all subsidiaries / non-subsidiary companies and other commercial ventures	<b>31.07.23</b>
Carry out an internal evaluation of the shareholder unit effectiveness	<b>30.09.23</b>
Ensure major project teams are in place (with SROs) where required to manage or mitigate risk effectively, including: the decision on the revised structure of NCH and subsidiaries	<b>31.03.23</b>
<b><u>6. Workforce Culture and Performance Outcomes</u></b>	
Establish and maintain a trained, skilled, competent workforce accommodating fundamental cultural change	<b>30.09.23</b>
Establish, in full, Corporate Leadership underpinned by robust and focused performance management and accountability	<b>30.06.23</b>
Enforce strong discipline in identifying and acting upon under-performance	<b>31.03.23</b>
Ensure Best Value in delivering quality and cost effective services is paramount in officer performance	<b>31.03.23</b>
Compile a clear plan and procedure for monitoring performance against plans	<b>30.04.23</b>
Ensure the Recovery and Improvement Plan is achieved within the set timescale	<b>31.03.24</b>
Monitor the response to Ofsted recommendations and ensure compliance	<b>30.09.23</b>
Ensure the Council's new pay policy demonstrably assists effective recruitment and retention	<b>31.12.23</b>