

# Decision Pathway – Report Template



**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 01 October 2019

<b>TITLE</b>	Local Government Association Corporate Peer Challenge Action Plan Progress Report		
<b>Ward(s)</b>	All Wards		
<b>Author:</b> Ben Mosley	<b>Job title:</b> Head of the Executive Office		
<b>Cabinet lead:</b> Cllr Craig Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> <i>Other</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
1. To brief Cabinet on the progress made by all directorates against actions as set out in the LGA Action Plan.			
<b>Evidence Base:</b>			
<b>Context:</b>			
1. The Corporate Peer Challenge took place from 11 to 14 September 2018. The review was undertaken by a team of councillors and senior officers from local authorities around the UK who examined the Council's leadership, governance, financial planning and capacity to deliver its priorities.			
2. In September 2018, the Corporate Peer Challenge team found that following a period of change, the Council has worked hard to put the building blocks in place for long term improvement and delivery, including: <ul style="list-style-type: none"> <li>• The establishment of a new Executive team structure, offering visible leadership and saving £1 million per year;</li> <li>• Rigorous budget management and stronger financial grip, in line with recommendations in the council commissioned Bundred report (February 2017) and evidenced by its medium term financial plan;</li> <li>• A 'One City' approach and plan through which the council and city partners collectively express ambitions and priorities for Bristol up to 2050;</li> <li>• The City Leap Prospectus which has drawn interest from investors and innovators to join the council in building a city-wide sustainable energy system;</li> <li>• The Operations Centre which by co-locating traffic management, emergency control and First Bus acts as the 'brain of the city';</li> <li>• Accelerating Housing Delivery</li> <li>• The Smart City Bristol initiative which leverages technological know-how and infrastructure to support the city's growth.</li> </ul>			
3. The Corporate Peer Challenge Team has made 7 key recommendations to support BCC's improvement journey (please see page 4 appendix A2).			
4. In January 2019, the Cabinet noted the recommendations as set out the in LGA Corporate Peer Challenge Feedback Report (appendix A2) and agreed to develop and implement an action plan (appendix A3) based on the LGA's key recommendations.			
5. The action plan provides a framework for delivering the on the seven key recommendations as out in the LGA CPC Feedback Report. There are 38 actions detailed within the action plan. All actions have been assigned to a responsible officer to ensure delivery.			
<b>Progress Summary:</b>			
6. Each action has been 'RAG' (red, amber, green) rated by officers to indicate the progress that has been made in to complete the action as outlined in the action plan.			

- Red: Limited or no progress has been taken to deliver the action.
  - Amber: Action is at delivery stage, work is ongoing to complete the action.
  - Green: The action is complete/significant progress has been to deliver the action within the agreed timeframe.
7. Significant progress has been made towards delivery of all actions outlined in the action plan (Appendix A1). Out of the 38 actions agreed by Cabinet in January 2019, it is reported that 27 have been completed and delivered (rated green) and 11 actions are in the process of being delivered (rated amber). There are no actions where progress has not been made or where progress has stalled.

#### **Summary of Key Actions Delivered:**

8. In January 2019 BCC published an Organisational Improvement Plan (OIP). The OIP contains six work streams, all of which in the process of being implemented/delivered. Key deliverables include:
- The introduction of a staff survey, which was launched in March 2019 and completed in April 2019.
  - Implementing new ways of recognising and awarding success. Successes are now celebrated on the Council's internal intranet page known as 'the source'. A new awards cabinet has been installed in the foyer of City Hall to celebrate the organisation's achievements
  - An equalities strategy and policy has been established. A central professional team has established and a focus on refreshing staff led groups has been implemented.
9. In November 2018, the Head of Paid Service confirmed the Council's leadership structure. To increase visibility of BCC's corporate leadership, Leadership Forums have been established; weekly blogs from Directors have been introduced on the Source; Directors attend corporate inductions to meet new employees; the senior leadership structure with photos and contact information of senior leaders has been published on the Source; a 'meet and greet' event with elected members was held in September 2019 at City Hall.
10. A narrative and plan to underpin the 'One City' approach has been established. In January 2019 the One City Plan and Governance Structure was launched. Recruitment to roles in within the City Office was completed in June 2019, with ongoing focus on stakeholder engagement. Overview and Scrutiny Management Board members receive regular updates on the 'One City' approach.
11. BCC has undertaken a review of its governance arrangements. A new decision making pathway was formally implemented in June 2019 after being trailed for six months. The Mayor's Forward Plan included a forward view of items due to come to Cabinet up to May 2020.
12. Democratic Services have reviewed the structure and work programme of Scrutiny Commissions with elected members. Members have considered the structure of scrutiny for 19/20 and agreed to increase the number of commission meetings and reduce Task Group activities in order to work more effectively. A Health Scrutiny Sub Committee of the People Scrutiny Commission has been established in order to improve governance.
13. Members have been offered additional briefings on West of England Combined Authority (WECA) and its role with BCC and the wider region. A member briefing on WECA activity took place on 19th July 2019. Further briefings are being planned.
14. The Council is maintaining strong financial oversight and accountability. A range of governance boards have been established (e.g. Better lives, City Leap) providing oversight, accountability and transparency to the delivery of major transformation programmes. The Boards have strong corporate representation and engagement, including Finance, Internal Audit embedded in the assurance arrangements and risk identification considered in policy formulation, planning and decision making.
15. A Risk Management Assurance Framework has been developed and was approved January 2019. Financial reserves are aligned to the Corporate Risk Register, and considered throughout the year and more comprehensively at the end of the financial year as part of the annual budget process.
16. New governance arrangements are in place led by Corporate Leadership Board (CLB) and Delivery Executive, providing an oversight and stewardship role of the Council's Capital expenditure and delivery of the approved Capital Programme.

#### **Summary and next steps:**

17. Since the Cabinet approved the development and implementation of the LGA Action Plan in January 2019, significant progress has been made to complete all actions detailed in the plan.

18. There are 11 remaining actions that are in the process of being delivered. Cabinet will receive a further update regarding the delivery of the LGA Action Plan in March 2020.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Notes the progress made to complete actions within the LGA Action Plan and the measures underway to complete the actions as detailed in appendix A1.
2. Delegate authority to the Executive Director of Resources and Head of Paid Service, in consultation with the Deputy Mayor with responsibility for Finance, Governance and Performance to complete any outstanding actions and to amend and update the action plan (appendix A1) when required.
3. Will continue to review the progress made to complete the action plan at Cabinet on a bi-annual basis.

**Corporate Strategy alignment:**

This Action Plans contributes to the following Corporate Strategy priorities / principles:

1. Redesign the council to work effectively as a smaller organisation
2. Equip our colleagues to be as productive and efficient as possible
3. Make sure we have an inclusive, high-performing, healthy and motivated workforce
4. Be responsible financial managers and explore new commercial ideas

**City Benefits:**

1. By embedding a strong performance culture to drive organisational change and to utilise the capacity BCC has to deliver better outcomes for the residents of Bristol.

**Consultation Details:** *Not applicable.*

**Background Documents:**

1. Corporate Peer Challenge Bristol City Council 11 -14 September 2018 Feedback Report
2. Corporate Peer Challenge Bristol City Council Feedback Report Action Plan (January 2019)

<b>Revenue Cost</b>	£ N/A	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	£N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** There are no direct financial implications other than those outlined in appendix A.

**Finance Business Partner:** Michael Pilcher, Chief Accountant, 23<sup>rd</sup> September 2019

**2. Legal Advice:** There are no direct legal implications in this report. The action plan and progress to date, will however, assist the Authority to meet its duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (Section 3 LGA 1999).

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor, 20 September 2019

**3. Implications on IT:** There are no outstanding IT-related actions within the Action Plan.

**IT Team Leader:** Simon Oliver, Director - Director - Digital Transformation, 23<sup>rd</sup> September 2019.

**4. HR Advice:** There are no direct HR implications other than those outlined in the Organisational Improvement Plan.

**HR Partner:** Mark Williams, Head of Human Resources, 18<sup>th</sup> September 2019

<b>EDM Sign-off</b>	Mike Jackson	30 <sup>th</sup> July 2019
<b>Cabinet Member sign-off</b>	CLlr Craig Cheney	30 <sup>th</sup> July 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	20 <sup>th</sup> September 2019

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1: LGA CPC Action Plan Progress Update to Cabinet (October 2019)	<b>YES</b>
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Appendix A2: LGA Corporate Peer Challenge: Bristol City Council, Feedback Report (September 2018)	
Appendix A3: Corporate Peer Challenge Bristol City Council Feedback Report Action Plan (January 2019)	
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>