

Appendix A1: LGA CPC Action Plan Progress Update to Cabinet October 2019

No.	Recommendation	Action	Time Frame	Officer Responsible	RAG	Progress Update
1	The council should continue to implement its new cultural plans, values and behaviours and regularly review their impact (through for example staff surveys - with a view to improving the level of staff satisfaction with the council's leadership). This should include staff engagement and communication plans.	To publish and implement BCC's Organisational Improvement Plan, which includes actions to continue to embed BCC's organisational values and behaviours through workshops and celebrating success; with values included in every process from recruitment through to annual reviews.	January 2019	Mike Jackson/John Walsh	G	<p>BCC's Organisational Improvement Plan (OIP) was published in January 2019. HR Committee approved the OIP in November 2018. The OIP has six work streams to it all of which are in the process of being implemented and/or delivered. The plan will be reviewed annually with a progress report due to HR Committee in January 2020. Key deliverables include:</p> <ul style="list-style-type: none"> - Staff survey was undertaken in March 2019. - Implementing new way of recognising and rewarding success - Supporting 'Staff Led Groups' (SLG) representing BAME, LGBT+, disabled and young employees to have a more influential voice in

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					the organisation
	Refresh and publish an Internal Communications and Engagement Strategy, which is aligned to the council’s Corporate Strategy priorities and values. Improve the cascade of strategic updates	May 2019	Tim Borrett /John Walsh	G	<p>A refreshed internal communications approach and cascade is included in the adopted Communications Strategy, signed off by Cabinet Board in March 2019.</p> <p>Planning for further engagement activity for managers and staff is well underway, taking in to account feedback from the annual Staff Survey 2019.</p>
	Run an annual staff survey and feedback mechanism to measure awareness, engagement and wellbeing of staff.	March 2019 and annually thereafter	Mike Jackson/John Walsh	G	<p>Staff survey was launched in March 2019 and was completed in April 2019. The results were published in June 2019. There was a significant increase in response rate and a positive results overall. Directorates and Service Areas are developing action plans to deliver relevant outcomes based on the feedback received from the survey.</p> <p>Focus groups have been set up to explore four organisation-wide themes that emerged from the</p>

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						survey: 1)Wellbeing, 2)physical workplace, 3)senior leadership visibility 4)recognition. This also includes working with the Staff Led Groups to look at the results for equality groups.
		All performance reviews assess how values are understood and applied. To bring the values to life, BCC to produce case studies on each value demonstrating how the values have been implemented in the work place.	Annually	John Walsh	G	As part of the revised annual performance review process, management and staff are asked to reflect how they meet the values of the Council and how achieving their objectives relate to the Council's values.
2	To ensure sufficient capacity, stability and help reinforce confidence of partners and staff, BCC should seek to complete as soon as is practicable the outstanding permanent appointments to the rest of its senior structure.	Head of Paid Service confirms senior leadership structure	November 2018	Mike Jackson	G	Head of Paid Service confirmed senior leadership structure in November 2018.
		Senior Leadership Structure to be published on the source.	December 2018	Mike Jackson	G	Senior Leadership Structure was published on the Source in December 2019. This is regularly reviewed to reflect any changes.
		Increase visibility of BCCs Corporate Leadership Board and Directors among the workforce and elected members. To host a 'market stall – meet the directors' event for workforce and elected members.	March 2019	Mike Jackson/John Walsh	A	A market stall event was held for members on 10 th September 2019. Leadership Forums have been established with a 12 month forward plan.

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						<p>A number of quick wins were implemented following the employee survey, including:</p> <ul style="list-style-type: none">- Weekly blogs from Directors have been introduced on the Source.- New structure chart with photos of senior leaders published on the Source.- Directors attend corporate induction to meet new employees.- A programme of employee engagement events is currently in the planning stage- A recognition and senior leadership visibility focus group has been set up following the staff survey- Member 'meet the Directors' event was held in September 2019.
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3	In collaboration with partners establish a narrative and plan which underpins the One City Approach: key stakeholders and BCC's staff, so that the One City Plan is known, understood and enacted.	Design and implement the One City Governance Structure and launch of One City Plan.	January 2019	Tim Borrett / Andrea Dell / Ed Rowberry	G	The One City Plan and Governance Structure were launched in January 2019. City Office roles were recruited to in June 2019, with ongoing focus on stakeholder / city communications.
		Internal and External communications strategy to support promotion of One City Plan going forward, including regular updates and workshops for BCC colleagues to increase awareness.	March 2019	Tim Borrett / Andrea Dell / Ed Rowberry	A	Engagement has occurred through Leadership Forum in March 2019. Ongoing operational engagement and wider comms work is underway including regular partner updates. Stakeholder Liaison and Engagement Managers were appointed in June/July 2019, and they will be developing the communications strategy further.
		Design and launch an Economy Board with key stakeholders to focus on 'good growth for Bristol?'	April 2019	Tim Borrett / Andrea Dell / Ed Rowberry	A	A Terms of Reference has been drafted for the Economy Board. Recruitment to Board is underway. The launch if the board is expected in the Autumn 2019.

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		OSM members to be updated on the progress of One City Approach including Action Plan on the 17th January 2019. One City Approach to be part of the ongoing scrutiny programme.	January 2019	Tim Borrett / Andrea Dell / Lucy Fleming	G	OSM received an update on the progress of the One City approach including Action Plan on the 17 th January 2019. A further update to OSM on One City Boards was presented on 17 th June 2019. The One City Annual Report will be taken to OSM in early 2020.
4a	Given that the mayoral model is still relatively new to BCC, there needs to be collective responsibility to make this work and BCC should review its governance arrangements to ensure they are more effective in enabling good decision making. Specifically addressing : a. forward plan arrangements to make them more transparent and open, ensuring information is shared	Design and implement a new approach to Mayor’s Forward Plan to include a 12 month forward view of items expected to come to Cabinet.	December 2018	Mike Jackson/ Ben Mosley	G	New approach to Decision Making Pathway was trialled from December 2018 and formally adopted in June 2019. The Mayor’s Forward Plan now includes forward view of items coming to Cabinet to May 2020.
		Supporting documents to be published with Mayor’s Forward Plan to ensure information is shared in good time.	December 2018	Mike Jackson/ Ben Mosley	G	Since December 2018, supporting documents have been published with Mayor’s Forward Plan.

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	in good time and used responsibly by all	Design and implement a new Key Decision Making Pathway to enable good decision making.	February 2019	Mike Jackson/Tim O’Gara/ Ben Mosley	G	A new Key Decision Making Pathway has been designed and implemented. It was launch in June 2019 after being tried for 6 months.
		Review the procedure regarding exempt materials and update guidance for members. Briefings and development session to be offered members.	April 2019	Tim O’Gara	A	Draft guidance was prepared for V&E Sub-committee in March 2019. Workshops have taken place with members of the committee as part of a review of the Member-Officer Protocol. The guidance will be finalised once the revised Member-Officer Protocol has been adopted.
4b	Structure, focus and impact of its Scrutiny arrangements	LGA to be invited to provide further training for all members on good scrutiny.	May 2019	Elected Members/Lucy Fleming	G	The Member Development Steering Group is planning to include additional LGA Scrutiny training as part of the induction programme for the 2020 cohort.
		Review structure and work programme of Scrutiny Commissions and ways of working	May 2019	Elected Members/Lucy Fleming	G	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

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						the People Scrutiny Commission has also been established in order to improve governance.
		Members to be offered additional briefings on WECA and its role with BCC and the wider region. Updates to be provided as requested.	On going	Mike Jackson	G	<p>'Top Lines' and Project tracker developed for Cabinet Members, sent weekly.</p> <p>Cabinet Board receive WECA update from Head of Paid Service every fortnight.</p> <p>Mayor receives WECA briefings notes on a weekly basis.</p> <p>An all member briefing on WECA activity took place on 19th July 2019.</p>
4c	<p>the effectiveness of the application of its member and officer protocol</p> <p>Note: Acton 11.1 from the Annual Governance Statement has been incorporated into this action plan. It has been identified that there is a need for the member development programme to focus on members' core skills,</p>	<p>Review the Member Officer Protocol and guidance for members. Member briefings and development session to be offered by the monitoring officer.</p>	April 2019	Tim O'Gara/Lucy Fleming	G	<p>The Member Officer Protocol has been reviewed in conjunction with a cross party group of Members and will be taken to the Audit Committee for approval on 30th September 19. Member briefing sessions will be offered once the Protocol has been adopted by Full Council.</p>

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	community leadership and decision making roles.	Members in consultation with Democratic Services to design and implement a comprehensive induction programme for the 2020 cohort of new councillors.	December 2019 (Implementation May 2020)	Elected Members/Lucy Fleming	G	An induction programme for 2020 has been co-designed with the Member Development Steering Group. Colleagues from South West Councils have confirmed the content reflects best practice.
		Members to be offered briefing on the corporate values.	April 2019	Steph Griffin	G	Members briefing sessions on corporate values and organisational improvement plan were held in March and April 2019. Members have also been briefed on the Council's Equalities and Inclusion responsibilities.
5a	<p>The council should ensure it has in place an effective performance management framework and culture. As part of which it should specifically ensure:</p> <ul style="list-style-type: none"> a. all officers have a performance appraisal, starting from the very top of the organisation <p>Note: action 12.1 in the Annual Governance Statement to implement a new performance strategy has been incorporated into this</p>	<p>As set out in greater details in BCC's Organisational Improvement Plan:</p> <p>Design and implement a new Performance Management and Strategy – to facilitate good quality annual performance management, set clear annual performance objectives linked to BCC's Corporate Strategy.</p>	Starting February 2019 and incremental to April 2020	Mike Jackson/John Walsh	G	<p>A revised performance management and annual appraisal process has been developed and implemented. This commenced in April 2019 and was led from the top down. Objectives have been set for all appraises which link their targets to the corporate priorities and the Councils values. A suite of online advice and guidance has been introduced, along with L&D sessions on effective</p>

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action plan.					conversations, one to ones and effective performance management.
	Design and deliver a senior leadership development programme for the council’s 1 st and 2nd tier Directors.	Launch April 2019	Mike Jackson/John Walsh	G	A senior leadership development programme has been designed and is in the process of being delivered. Three half day sessions have taken place which focus mainly on developing individuals and a team building. Coaching and mentoring is now available for all leaders.
	Design and deliver a senior leadership development programme for 3rd tier managers (such as Heads of Service). Performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities – and a development plan in place for any gaps	Starting February 2019 - incremental until April 2020	Mike Jackson/John Walsh	G	A 3 rd tier development programme is being developed which links to the programme designed for tiers 1 and 2. A pilot is currently taking place with managers in the People Directorate Performance reviews have taken place and include objectives and links to the Councils core values.

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		Pilot and roll-out a new 360 degree feedback review programme for senior leaders. Managers and directors use feedback to create their personal development plan – measured through performance review scores	Starting February 2019 - incremental until April 2020	Mike Jackson/John Walsh	A	A pilot 360 degree programme has taken place. Officers will review the feedback prior to rolling out a full programme for senior leaders.
5b	Alignment between the One City Plan, BCC's new Corporate Strategy, MTFP, resourcing and delivery plans	Policy Team to refresh Corporate Strategy in the context of the One City Plan approach.	March 2019	Tim Borrett	G	Policy Team has published Business Plan 2019/20 in the context of One City Approach. Corporate Strategy aligns to One City vision, and will be iterated in mid-to-late 2020 according to business need, taking account of One City Plan v2.
5c	It regularly reviews delivery plans so that it maintains focus and pace in this area	As set out in greater details in BCC's soon to be published Organisational Improvement Plan: Refresh Equalities Strategy and Policy.	December 2018	John Walsh	G	Organisation Improvement Plan has been published and is being implemented across the Council. The plan links to delivery and corporate plans. Equalities strategy and policy has been established. A central professional team established and a focus on refreshing staff led groups has been implemented.

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		Design and deliver a programme of activity to improve recruitment and retention of underrepresented groups	Starting January 2019	John Walsh	A	The recruitment process has been revised and will continue to be worked on during 2019 to ensure underrepresented groups are included in all aspects of recruitment. Staff led groups and the Trade Unions are involved in this process.
		All services have a workforce plan in place, aligned to the annual business planning cycle.	Starting January 2019	John Walsh	A	Workforce plans are in place although they are not consistent. From January 2020 we will have an application on the new HR Management Information System which will assist services to develop workforce plans that are consistent and relevant.
		Develop and implement a Corporate Workforce Plan.	Starting January 2019	John Walsh	A	This will be developed from the processes similar to the service workforce plans and information from these plans will inform the corporate plan.
5d	key performance issues for the council or across partnerships e.g. DToC, are flagged and then tackled	Ensure that key performance issues are appropriately highlighted and addressed through regular performance reporting to cabinet.	Ongoing	Tim Borrett	G	Key performance issues are highlighted at CLB, Cabinet Board as well as OSM. More detailed reporting undertaken at Executive Director Meetings and Scrutiny Commission levels

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						<p>quarterly, enabling deeper dive in to relevant detail. Statutory Policy Board provides an assurance function for statutory officers to brief Deputy Mayor on statutory responsibilities such as safeguarding etc. A review of the approach to performance management and data insight conducted April/May 2019, with learning to be embedded throughout 2019/20.</p>
5e	<p>there is an effective balance between empowerment and control: equipping, enabling and then holding to account managers to deliver the outcomes required of them</p>	<p>Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Bristol City Council policies and processes.</p>	September 2019	John Walsh	G	<p>First step to leadership programme is now underway. Part of the values framework includes empowering staff to deliver their outcomes. The senior leadership development programme has as one of its core principles the requirement for senior leaders to empower their teams.</p>

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		Design and implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements.	September 2019	John Walsh	G	<p>Staff successes are now celebrated on the Source each week. We will be holding a staff awards ceremony in the coming six months to celebrate success.</p> <p>A focus group on recognition has been set up following the staff survey and the outputs from this will be woven into a recognition strategy</p> <p>A new awards cabinet has been installed in the foyer of City Hall to celebrate the organisation's achievements.</p>
6	At this critical stage of change, BCC's top team of Mayor, Cabinet and Executive Directors should prioritise their own development and working practices so they set the tone for the council in terms of values, behaviours and focus on delivery of priorities.	Organise a programme of development opportunities with the Mayor, Cabinet members and Executive Directors.	Starting January 2019	Mike Jackson	A	Discussions are underway with Mayor, Cabinet and CLB regarding development opportunities.

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7	<p>The council needs to ensure it maintains a strong financial oversight and accountability. It must continue to develop its transformation plans and approaches to demand management so that its high level budget plans become detailed delivery plans which are credible and seen through.</p>	<p>Adopt an upstream approach to improving resilience against financial shocks, central and local policy changes or demographic pressures and ensure the basic financial management systems are working effectively:</p>	Ongoing	Denise Murray	G	<p>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 assurance and risk identification considered in policy formulation, planning and decision making.</p> <p>A richer operational data set is being collected and evolving financial models established for complex demand and needs led programmes.</p> <p>A Risk Management Assurance Framework has been developed and approved January 2019. Financial reserves are aligned to the Corporate Risk Register, and</p>
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						considered throughout the year and more comprehensively at the end of the financial year and as part of the annual budget process.
		Develop a MTFP and corresponding budget for approval that creates a stable medium term planning platform to enable sufficient development of the actions necessary to ensure the agreed savings can be delivered.	February 2019	Denise Murray	G	<p>Proactive engagement in the spending review and local government financing consultations, roundtables regional and society finance networks, to ensure we remain abreast of national funding developments, BCC's views / potential impact fed in and the knowledge ascertained utilised to strengthen our financial modelling and insight.</p> <p>A rolling five year MTFP, Capital Strategy and budget was produced and agreed by the Council. We have sought to ensure that the outcomes from key policies, priorities and output from major transformation propositions can be delivered efficiently, effectively and sustainably whilst maintaining reserves</p>

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						at a level that offers some resilience in this prolonged period of fiscal uncertainty.
		Ensure that the financial framework that underpins the revised Financial Regulations (approved by Council May 2018) is refreshed, fully documented, widely communicated and published on the Source.	September 2019	Denise Murray	A	<p>Recalibration to December 2019.</p> <p>The Financial Regulations and Procedure Rules are within the first tranche of the constitution review 2019. The draft documents along with the underpinning suite of documents will be refreshed in September with the expectation post engagement that the revised policies will be presented to full Council December 2019.</p> <p>In addition to the above in year budget management protocols have been refreshed, socialised and published on the source to ensure awareness of the financial management processes, timelines and expectations of officers with delegated financial responsibility.</p>

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		Improvements to the process of capital programme development, governance and accountability arrangements through Quarterly CLB review, monthly delivery challenge - Housing, Property and Growth & Regeneration Board, with the tracking of delivery to be overseen by Delivery Executive.	March 2019 and Ongoing thereafter	Denise Murray/Colin Molton	G	New governance arrangements are in place led by CLB (through Capital Board) and Delivery Executive, providing an oversight and stewardship role of the Council's Capital expenditure and delivery of the approved Capital Programme.
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