

No	Issue Identified	Actions Required	Lead Officer	Progress / Outcome	Timescale
1	Development of member and staff understanding of the scale of the future financial challenge	Ongoing dialogue throughout the year with Group Leaders and Political Groups in relation to savings, forecasting and challenges.	JT/MG	Portfolio holders to receive monthly budget monitoring updates. Monthly report of management accounts to SMT also shared with portfolio holders Quarterly budget monitoring forecast reports to cabinet and O&S	September 2014 June 2014 April 2014
		Pick up actions from Financial Peer review report on creating more comprehensive information and management understanding.	SN/JT/ Members	Combine the budget monitoring information and performance reporting to enable a more comprehensive picture. This is currently in discussion between Finance and Business Improvement. Improved training and support now offered to managers through monthly meetings with Management Accountant and updated budget information.	February 2015 June 2014 and ongoing

				Training session offered to all members on Local Government Finance.	September 2014
		Independent advice for members in relation to Council finance and risk.	SMT/LGA	LGA to arrange peer support to each political party Sept 2014	To be confirmed with LGA
2	Alignment of budget setting processes	Involve members staff and partners in budget consultation	JT/MG/WJ	<p>Management Accountant meeting all managers to consult with and identify savings from budgets</p> <p>Portfolio holders consulted through cabinet away days, identifying areas for future savings</p> <p>Communications sent out from SMT and Inhouse to alert all staff of opportunity to take part in online budget consultation</p> <p>Budget consultation undertaken earlier than previous consultations with reports going to O&S in December 2014</p> <p>Budget savings with partners agreed through strategic meetings and based upon</p>	<p>Sept / Oct 2014</p> <p>May 2014</p> <p>July & Aug 2014</p> <p>July 2014 and Ongoing</p> <p>April 2014 and ongoing</p>

				performance and previous savings targets. Ongoing operational / strategic discussion to agree future savings targets.	
3	Priorities linked to resources agreed by Cabinet and communicated to staff	Review of Council Plan and resources required for delivery	MS/SN/ Members / All staff	<p>Workshops held with members and staff in identifying commitments, projects and future plans in line with existing strategy and budgets.</p> <p>Council Plan to be reviewed annually alongside performance and budget monitoring</p> <p>Development of new performance indicators to be produced alongside budget information</p>	<p>May – September 2013</p> <p>Jan – March 2015</p> <p>March 2014</p>
		Familiarise staff with new plan and link to service performance across the Council	SMT	<p>All services produced yearly delivery plans in line with key objectives in Council Plan and discussed with SMT and shared with Cabinet members.</p> <p>Staff Event Oct, themed around Council Plan to promote understanding of strategic direction of the Council and the impact that each employee can</p>	<p>March – May 2014</p> <p>October 2014</p>

				make towards the successful delivery of the plan	
				Appraisals aligned to service delivery plans to enable transparency of contribution to organisational delivery and performance	March 2015
4.	Improve Internal communications with staff	Review current use of internal communication channels and format.	Cabinet/ SMT/ MS	<p>Introduce a 'get to know your cabinet member' briefing note for all staff</p> <p>SMT to attend service 'Team Times' to discuss key issues, performance, events, changes.</p> <p>Weekly blog from Corporate Director – In place from May 2014</p> <p>Introductions between cabinet members and teams undertaken</p> <p>Development of Council Intranet to enable discussion on hot topics, wellbeing, updates and news.</p>	<p>Completed August – September 2014</p> <p>Dec 2014 – March 2015</p> <p>May 2014 ongoing</p> <p>Completed July – Sept 2014</p> <p>To be scoped with Civica</p>
		Staff Survey to be undertaken to understand and inform engagement and organisational health	RA	Annual staff survey to collect baseline information on staff engagement, adaption to change	March 2015

				and perception of how we are doing.	
5	United Leadership approach across Directors, SMT and Cabinet	Visibility, jointly supportive, avoiding duplication or crossing into each others roles	SMT & Cabinet	<p>'Top Team' event facilitated by the LGA to cover member / officer relations. Statements of the respective roles and acknowledgment of the member / officer protocol.</p> <p>Facilitated session to include discussion and agreement of roles and responsibilities of Officers and members, to improve working relationships and purpose.</p> <p>Include members in distribution of 'In House' publications</p>	<p>Sept/Nov 2014</p> <p>Completed May 2014</p>
6	Training for members and officers to help understand each others roles	Support from LGA to establish and agree roles, responsibilities, existing protocols.	MS/SMT/ Cabinet & Group Leaders	<p>LGA attending Cabinet / SMT away days and further meetings with Corporate Directors</p> <p>Offer training through outside body e.g South West Councils for staff to understand Councillor and Officer roles and responsibilities in local government.</p> <p>Staff Inductions to include information relating to working in</p>	<p>March 2014 and ongoing</p> <p>Jan 2015</p> <p>March 2015</p>

				<p>local government and associated roles.</p> <p>Make available training on professional matters e.g planning, heritage, conservation, urban design etc- currently being considered via LGA and other sources of training in specialist areas.</p> <p>The LGA New Members guide has been shared with Group Leaders for them to share with their groups.</p>	<p>To be confirmed with LGA</p> <p>June 2014</p>
7	Provide opportunities for all staff to have input and feed in ideas, encouraging staff to make decisions without fear of getting them wrong	Ensure that decision making responsibilities are correctly aligned with roles and recorded	SMT	<p>Constitution updated with new responsibilities identified for relevant officers</p> <p>Revised spending limits to meet operational requirements and support decision making responsibilities</p>	<p>Updated and continually reviewed</p> <p>Completed and continually reviewed</p>
		Build confidence amongst staff by ensuring decision making processes are understood by officers (correct forms signed by relevant officer/member and stored for audit purposes)	SMT/ Committee Section	Procedures written up and circulated to all managers to share with teams.	January 2015

		Do 'pulse checks' quarterly amongst staff, consisting of a few open ended questions, to encourage and enable 'fearless feedback' (covering engagement, strategy, budgets, operations, organisational health, etc)	SMT/Internal Comms	Pilot being held at Annual Staff Event to be adopted once trialed	Oct 2014
		Provide channel for all staff to put forward ideas in relation to service improvements to develop learning environment, budget savings, improved communications etc. Relevant service then assist with delivery e.g Business Improvement, Internal Communications, SMT.	Business Imp, Internal Comms, SMT	Offer practical help with associated with delivery of suggestions and ideas through communicating with all stakeholders, channel options, scripting and process mapping.	Nov 2014 – Jan 2015
8	Link the physical and social aspects of regeneration together	Ensure that social regeneration features in all regeneration schemes and those considered for new development.	AH/EP	<p>Work has already begun with initiatives involving jointly funded 'community builders', further work to be done around the return on investment.</p> <p>Work with relevant stakeholders to make most of employment, skills, training and development initiatives in local areas. Using information in City Plan to engage and develop linkages between social and physical regeneration.</p> <p>Possible linking to the Gloucester Regeneration Advisory Board.</p>	<p>April 2014</p> <p>Ongoing</p> <p>Under consideration</p>

9	Develop the Councils organisational values, attitudes and behaviours in line with evolving environment and challenges	<p>Work with all staff and members to identify what type of organization we are and need to be in order to thrive and be successful</p> <p>Progress the achievements of the workshops provided by the LGA, SfJ and Birmingham City Council:</p> <ul style="list-style-type: none"> • Business Canvas Model (see attached) • Workforce Canvas (see attached) 	SN/RA	<p>Workshops undertaken with members and staff to discuss and identify challenges and values associated with the Council</p> <p>Workshop identified 3 key areas for the Council to focus on to assist with identifying 'what type of organization we are' and key issues.</p> <ol style="list-style-type: none"> 1. Key Activities 2. Value Proposition 3. Cost Structure <p>Work on development of key issues identified within the canvas e.g Apprenticeships / 'workforce passport scheme' Understanding workforce today and requirements for future delivery and skills required.</p>	<p>Sept 2013</p> <p>March 2015</p> <p>March 2015</p>
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10	SMT & Cabinet to lead the way in demonstrating the Values, Attitude and Behaviours desired by the Council	Joint walkabouts with SMT & Cabinet members to engage teams	SMT / Cabinet	Cabinet/SMT interacting with teams on an informal basis, increasing visibility.	Jan 2015
		Acknowledgement of good performance		Reward scheme	Under consideration
				Visit from SMT/Director or Cabinet Member to recognize and note achievements.	Oct 2014
				Excellent performance / achievements to be reported in 'In House' communications and at Staff Award event.	Ongoing
		Ensure appropriate resource is allocated to support Head of Paid Service		Peter Jones, Gloucestershire County Council to support Head of Paid Service.	Ongoing
				Heads of service empowered to make decisions within areas of responsibility.	Ongoing