

No	Issue Identified		Actions Required	Progress / Outcomes	Current Status	RAG	Original Completion Target Date	Revised Completion Target Date	Owner
1	Development of member and staff understanding of the scale of the future financial challenge	a	Ongoing dialogue throughout the year with Group Leaders and Political Groups in relation to savings, forecasting and challenges	Portfolio holders to receive monthly budget monitoring updates	Ongoing	Completed	01/09/14		JT/MS
				Monthly report of management accounts to SMT and portfolio holders	Ongoing	Completed	01/06/14		JT/MS
				Quarterly budget monitoring forecast reports to cabinet & O&S	Ongoing	Completed	30/04/14		JT/MS
		b	Pick up actions from Financial Peer review report on creating more comprehensive information and management understanding	Combine the budget monitoring information and council performance reporting	Has been scoped between Finance and Business Improvement and agreed actions for new performance reporting in 2017.	Completed	27/02/15	01/09/15	SN/JT
				Improved training and support now offered to managers through monthly meetings with Management Accountant and updated budget information	Ongoing	Completed	01/06/14		JT
		c	Independent advice for members in relation to Council finance and risk	LGA arranged for all parties to meet with their political peer.	Cabinet member for performance and resources visited LGA with Head of Finance for a briefing on Local Government Finance and Gloucester City Council finances.	Completed	10/11/14		JT
2	Alignment of budget setting process	a	Involve members, staff and partners in budget consultation	Management Accountant meeting to consult with and identify savings from budgets along with budget holders	Ongoing	Completed	01/09/14		JT
				Portfolio holders consulted through cabinet away days, identifying areas for future savings	Ongoing	Completed	13/11/14		JT/Cabinet

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				Communications sent out from SMT and Inhouse to alert all staff of opportunity to take part in online budget consultation.	Ongoing	Completed	01/07/14		WJ
				Budget consultation undertaken earlier than previous consultations with reports going to O&S in December 2014	Starting in July 2015	Completed	August – September		JT
				Budget savings with partners agreed through strategic meetings and based upon performance and previous savings targets. Ongoing operational / strategic discussion to agree future savings targets	Ongoing	Completed	01/04/14		JT/SN/RC
3	Priorities linked to resources agreed by Cabinet and communicated to staff	a	Review of Council Plan and resources required for delivery	Council Plan to be reviewed annually, alongside performance and budget monitoring	Council plan and measures reviewed for 2014/15	Completed	27/02/14		SN/JT
				Annual review of performance indicators	Undertaken in March in consultation with Managers	Completed	27/02/14		SN
		b	Familiarise staff with Council Plan and link service performance across the Council	Annual individual service plans developed in line with Council Plan and shared with SMT and cabinet members	Services providing Business Plans, BCP & Risk Registers during April - June	Completed	01/04/14		SMT/SN
				Staff event 2014, themed around Council Plan to promote understanding of strategic direction and to reinforce the importance of everyone's contribution in achieving successful delivery	Staff Event June 24th 2015	Completed	08/10/14		SMT/WJ
				Appraisals aligned to service delivery plans to identify performance and contribution	Business Improvement produced new appraisal forms in 'coaching style'	Completed	01/03/15		SN
4	Improve internal communications with staff	a	Review current use of internal communication channels and format	Introduce a 'get to know your cabinet member' briefing note for all staff	These were rolled out over 8 weeks	Completed	01/08/14		MS
				SMT to attend service 'Team Times' to discuss key issues, performance, events, changes	SMT members attending team times where requested and will do ongoing	Completed	01/12/14 – 31/03/15		SMT
				Weekly blog from Corporate Director	An ongoing initiative	Completed	01/05/14		MS / RC

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				Introductions between cabinet members and teams		Completed	01/07/14 – 31/09/14		SMT/MS
				Development of Council Intranet to enable discussion on hot topics, wellbeing, updates and news	This will now form part of the Council's IT strategy	Completed	01/03/15	01/10/15	SN/Civica
		b	Staff survey to be undertaken to understand and inform engagement and organisational health	Annual staff survey to collect baseline information on staff engagement, adaption of change and how we are doing	This will now form part of the Council's OD strategy being formulated by County Council	Completed	31/03/15		SMT
5	United leadership approach across Directors, SMT and Cabinet	a	Visibility, jointly supportive, avoiding duplication or crossing into each others roles	'Top Team' event facilitated by the LGA to cover member / officer relations. Review of the member / officer protocol. Facilitated discussion to include agreement of roles and responsibilities of officer and members	The last session is scheduled to take place on the 8th July.	Completed	24/11/14	08/07/15	SMT/ Members
				Include members in the distribution of 'In House' publications	Ongoing	Completed	01/05/14		SMT
6	Training for members and officers to improve understanding of respective roles	a	Support from LGA to establish and agree roles, responsibilities and existing protocols	LGA attending Cabinet / SMT away days and further meetings with Corporate Directors	Held in Bluecoat room Guildhall	Completed	24/07/14		
				Offer training for all staff through the South West council on understanding working in Local Government	This will now form part of Learning & Development package put together by County Council	Completed	31/01/15	01/05/15	SN/HR
				Staff inductions to include information relating to working in local government and associated roles	This will now form part of the HR service offering being developed with County Council	Completed	31/03/15	01/05/15	HR
				Make available training for members on professional matters e.g planning, heritage, conservation, urban design etc..	Any ongoing support to members will be directed to individual groups, via the LGA	Completed	01/06/15	31/05/15	SMT
				The LGA New Members guide has been shared with Group Leaders for it to be shared with Groups		Completed	01/06/14		LGA

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7	Provide opportunities for all staff to have input and feed ideas, encouraging staff to make decisions without fear of getting them wrong	a	Ensure that decision making responsibilities are correctly aligned with roles and recorded	Constitution updated with new responsibilities identified for relevant officers		Completed	30/04/14		SM
				Revised spending limits to meet operational requirements and support decision making responsibilities		Completed	31/03/14		JT
		b	Build confidence amongst staff by ensuring decision making processes are understood by officers (correct delegation and forms signed by relevant officer / member)	Workshops have been made available to support managers in their roles.	Workshops being run registration during June	Completed	31/01/15	01/06/15	SMT/HR
		c	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)	This is now scheduled to be picked up with the staff surveys.	This will now form part of the OD strategy to be produced by the County Council	Completed	08/10/14	10/03/15	SMT
		d	Provide channel for all staff to put forward ideas and suggestions in relation to service and organisational improvements	Café conversations have been held with staff and feedback received. Template developed with Business Improvement team, to enable suggestions to be put forward.	Template will be circulated to all staff and ideas collated to contribute to ongoing service improvements	Completed	10/11/14	31/03/15	SMT /Business Improvement
8	Link the physical and social aspects of regeneration together	a	Ensure that social regeneration features in all regeneration schemes and those considered for new development	Work has already began with initiatives involving jointly funded 'community builders' as part of the ABCD agenda.		Completed	01/04/14		EP
				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	City Plan information to help inform ongoing initiatives	Completed	01/04/15	completion date ?	AH

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9	Develop Councils organisational values, attitudes and behaviours in line with evolving environment and challenges	a	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	Workshops were started in November 2014 to engage staff	Will now become part of the OD strategy being developed by County Council	Completed	31/03/15	31/05/15	SMT/HR/County
		b	Progress the achievements of the workshops provided by the LGA, Sfj and Birmingham City Council:	Workshops identified 3 key areas for the Council to work on ;	This will now form part of OD strategy being developed by County Council	completed	01/04/15	31/05/15	SMT/HR
			• Business Canvas Model	• Key Activities					
			• Workforce Canvas	• Value propositions					
				• Cost structure					
10	SMT & Cabinet to lead the way in demonstrating the values, attitudes and behaviours desired by the Council	a	Cabinet members regularly liaising with managers and teams.	To build on engagement and promote discussion on services	Opportunities taken to attend GMT, members introduction meetings, meet the cabinet event.	Completed	31/01/15	31/05/15	SMT
		b	Acknowledgement of good performance	After feedback from Café Conversations, development of reward scheme linked to appraisal options to be looked at.	This will now be taken forward with County Council	Completed	31/03/15	01/07/15	SMT/HR/County
				Excellent performance / achievements to be reported 'In House' communications and at staff awards	Has started and will be ongoing	Completed	08/10/14		SMT/WJ
		c	Ensure appropriate resource is allocated to support Head of Paid Service	Peter Jones, Gloucestershire County Council to support Head of Paid Service	Ongoing support being received	Completed	01/06/14		MS