

Appendix 2 - Progress Update Recommendations from the Local Government Association Report

LGA Recommendation	Update	Status
1. Elected Members and senior managers should initiate an immediate conversation about what they want the “tone” of the organisation to be.	Everyone in the organisation had the opportunity to participate in the conversation. 1017 people provided their feedback via the Starting the Conversation Sessions and Survey.	Complete
2. The Council should consider building upon training for Elected Members (including induction training) to provide clarity on their relationships with staff.	The Member Development & Technology Panel has developed and agreed a mandatory training programme for elected members for 2019/20 which includes an induction programme. This will support embedding the Member Behaviours along with the “Having the Conversation Session” specifically adapted for existing Members.	Complete and ongoing
3. The Council should consider presenting a new employment deal for everyone that is explicit about what employees can expect from the Council and what the Council can expect of them.	The Employee Deal was launched 26th July and is being implemented via the “What’s the Conversation?” sessions. Training for managers commenced in October and will run through until December 2018.	Complete and ongoing
4. A skills audit for all managers should be undertaken to assess where there are issues or gaps, particularly regarding the skills required to manage people effectively. Once concluded the Council should develop a programme to provide appropriate development as needed and ensure that standards are maintained through on-going performance management.	The management skills audit was conducted during July 2018. In total, 475 responses were received. This represents a significantly high response rate of 78% response rate (610 surveys were sent out in total). Results of the audit have informed the “Having the Conversation” training that has been created which will focus on embedding the Vision, Behaviours and Deal. ‘Having the Conversation’ sessions have been running since October 2018, with 478 managers across the organisation now having attended the one day session. Feedback from managers has been excellent and plans are in place for this to be offered to all new managers joining the Council. Management Development Programme designed and approved. Commissioning now in progress and training sessions are scheduled and being offered across the organisation. A new HR Surgery calendar has been developed that will offer drop in sessions on HR related matters for all managers to access.	Complete and ongoing
5. Consideration should be given to reviewing the current appraisal process and as part of that consideration should be given to the inclusion of 360-degree feedback.	Review completed and new process identified, to focus on the quality of conversations occurring throughout the year and in particular at 3 milestone stages referring to progress against individual objectives. Delays in procuring a new learning management and appraisals system, as a result of the ongoing Best for Business project timeline changes have resulted in a change to the approach for 2019/20. The conversation based process has been launched through Council-wide communications and support workshops and will be embedded over 2019/20 with the new recording system going live in 2020/21. The inclusion of 360 feedback will start with a pilot group to ensure the chosen process is fit for purpose to be offered for all staff in 2020/21	Amended Schedule due to B4B
6. The restructuring procedure is currently under review and this should take cognizance of the impact of change on the workforce.	The restructuring procedure is being reviewed under the Leaving the Council and Organisational Change procedure. Shared with the unions, senior officers and legal team and further discussions to take place in Q1 2019/20.	On Schedule

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7. It would be helpful to establish an independent helpline or person for people to raise / discuss concerns about bullying or bad behaviour without fear of being identified.	Helpline went live on 6th August 2018. Results from the pulse survey carried out in October 2018 suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline.	Complete
8. A through analysis of stress related sickness and bullying related disciplinary / grievance cases with new targets set to bring levels down over time.	Analysis has been undertaken and monthly performance data is made available to managers. HR are providing support to achieve targets.	Complete and ongoing
9. There should be a concerted effort to build upon the established employee recognition programme.	The current programme has been aligned to the Vision, Behaviours and Employee Deal and renamed Making a Difference for a Brighter Future Together. Numbers of Made my Day instant recognition have significantly increased following the implementation of the What's the Conversation sessions and engagement in the monthly and annual recognition schemes is strong.	Complete and ongoing
10 . Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	A new recruitment system has replaced Taleo and will interface with Business World. Feedback has been sought from recruiting managers across the organisation to understand how the recruitment process can be improved. This has informed the development of a recruitment toolkit that includes a revised policy and procedure, new Managers Guidance, a new template for job descriptions, behavioural based questioning for use in the selection process and an interview scoring matrix. New training will also be offered to recruiting managers in using the toolkit.	Complete and ongoing
11 . Creation of a "People Panel" where staff could mix, network and share stories on a range of issues.	The Brighter Future Community is made up of the Brighter Future Together Team, 38 staff from across the organisation, and 115 Brighter Future Champions who meet on a monthly basis. A Brighter Future Community Development Day took place on 18 th October to celebrate success and provide an opportunity for further networking. A Friday update email has been introduced. Representatives from the community have an open invitation to attend the monthly Steering Group.	Complete and ongoing
12 Consideration should be given to appointing an Elected Member Champion to provide a conduit between the workforce and politicians.	A Members' Forum has been created and meets on a monthly basis. The Members' Forum role as Champions is included and agreed within the in the terms of reference. The Member behaviours were launched on 26 th July 2018 and "A conversation with members" training took place through November and December 2018 to support the embedding of the behaviours.	Complete and ongoing