



CULTURE ACTION PLAN STRATEGIC HIGHLIGHT REPORT

STRATEGIC SPONSOR	DCFO Derek James
PERIOD COVERED	October 2023 – February 2024

OVERALL PROJECT STATUS	On Track
SUMMARY	<p>The independent review into workplace culture was published in October 2023 along with the management response to the recommendations. A culture action plan has been developed to address the recommendations from the review and the Inspectorate's Spotlight report previously raised with Members. The action plan, alongside its governance arrangements was presented to the Authority in December 2023. A programme of staff engagement is currently underway to ensure the action plan takes account ideas staff have for further strengthening our culture and our overall approach.</p> <p>Good progress is being made against the action plan with no significant issues to raise with Members at this time.</p>

GOVERNANCE	<p>A Culture Steering Group has been established, comprised of individuals with a responsibility to deliver the actions in the plan.</p> <p>A Culture Development Committee, chaired by the DCFO is in place and meets quarterly. The committee includes trade union representatives and staff network leads. It also allows for open seats for any member of staff to observe or participate.</p> <p>The independent review recommended the engagement of an independent person to help oversee our arrangements and progress. The White Ribbon charity have been approached and a positive meeting took place on 5 February 2024 to discuss how they can support us in this work. They are currently working through how they may resource our request.</p>
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The table below sets out where we are against the short-term priorities.

Progress against short term priorities (by April 2024)		
Theme	Deliverable	Status
Building trust and confidence	Launch Culture Dashboard to increase transparency about our staff make up, key metrics and provide some generic detail over management action.	Complete
	Develop a revised complaints procedure	Complete
	Introduce an independent and anonymous reporting line.	Complete
Strengthening support, welfare and facilities	Improve mental health support interventions	Complete
	Review fireground welfare provision	In progress
	Communicate expectations around use of WC facilities and monitoring arrangements in workplaces.	Complete
	Review remote working arrangements	In progress
	Develop and delivered personal safety workshops as part of our 'Safe To' programme of work.	Complete
Clear cultural expectations	Introduce a new dignity at work framework	In progress
	Develop culture assurance framework	Not yet started
	Implement a DBS re-check process for all staff	In progress
	Implement changes to Disclosure and Barring Services checks for new starters.	Complete
Strengthening leadership and engagement	Revise the Leadership Development Programme	Complete
	Develop a decision-making model	Not yet started
	Strengthen the leavers process	In progress

PROGRESS

			Introduce structural changes within Learning and Development and HR to strengthen management arrangements and oversight.	Complete
			Increase the resources in HR to allow improved oversight, learning and capacity to deal with cultural improvements.	Complete
		Governance	Establish the Culture Development Committee and ensured it has a broad representation and participation from across the Service.	Complete
		<p>We are also making good progress on some Medium-Term priorities including:</p> <ul style="list-style-type: none"> Continuing the delivery of 'Not on my Watch' awareness training Developing clear role expectations (linked to role induction) Reviewing performance management procedures Introducing our 'Safe to' programme Further embedding the Code of Ethics Rolling out a DBS checking programme for existing staff (currently at procurement stage) 		
COMMUNICATION		<ul style="list-style-type: none"> We have published weekly update articles outlining our progress and changes put in place. This goes to all staff. Discussed our Culture Action plan at our Bitesize Leaders Forum that involves all middle managers. We have asked that they discuss and gather feedback from teams. Ensured our Manager Engagement Days in March, which involve all supervisory and middle managers, focus on our culture change work. Launched 'culture conversation' podcasts to all staff led by the Director of People Services 		
ISSUES		<p>We are currently looking to ensure that the strategic linkages from the Authority's policy through to contractual obligations and individual expectations are clear and robust. This may involve a further review of the existing People policy which we will bring back to the June annual meeting as necessary.</p>		
RISKS		<p>As Members are aware, we must undertake a programme of complex and potentially unpopular change to both achieve financial stability and undertake a programme of better matching resources to changing risk and demand. This will inevitably cause organisation and cultural strain and will need to be carefully managed such that it doesn't compromise any progress with positive cultural development.</p>		

NEXT STEPS	Continue to deliver the prioritises programme for completion by April.
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