

Appendix 2

KC Recommendations – delivery action plan

Significant work is underway on many of the recommendations below, with improvements in the service already demonstrable, as set out in the body of the report. The action plan below sets out a timescale and key milestones for continuing this work at pace.

KC report para	Description	Reason	Completion date
para 86	Replace employment-related Personnel Appeals Panels (see para 3.11- 3.15 above)	In line with most councils, employment matters (aside from a very few matters that relate to Chief Officers and statutory roles) should be dealt with by officers and not elected members.	31-Jul-24
para 87	Review alleged agreements that are said to apply but which are not written or agreed	To ensure there is transparency and clarity for all staff over which local agreements actually exist.	13-Mar-24
Para 88	A review of all consultation arrangements, and the conduct of industrial relations, including a review of agreements deemed to be unworkable	To bring CityClean consultation arrangements into line with ways of working throughout the rest of the council, and to address the specific agreements identified by para 88 of the KC's report.	13 Mar 24
para 89	Improve joint working with unions and build a stronger culture of partnership	Put in place structures for positive collaboration on procedural changes, and other aspects of the employment offer related to wellbeing and equalities. Ensure any non-engagement with processes cannot slow or stall progress on initiatives.	31-Jan-24
para 90	Tighten up time-limits for disciplinary and grievance procedures	To ensure matters are dealt with in a timely way, and to ensure all involved are kept up to date.	31-Jul-24

para 91	Investigate recruitment practices	To ensure fair recruitment, and that concerns raised within the report are addressed	31-Jan-23
Para 92	A range of recommendations covering behaviour, working relationships and equalities	This includes a requirement that all staff, including TU reps, comply with the council's behaviour framework; equal treatment of both recognised unions; and ensuring workers forums are supported in their role at Cityclean. The GMB office and parking space at Cityclean are not appropriate and will be removed as part of this action.	Various dates, incl culture change plans below.
Culture Change plans		These plans implement recommendations about the working culture, unacceptable behaviours, and confidential recommendations in the report.	
Culture change is 'done with', not 'done to' the workforce. Workers and unions will have a key role in how CityClean becomes simply a nicer, kinder, more respectful and dignified place to work. The culture change programme outlined below will embed the changes already made in the service to implement a zero tolerance of poor behaviour and instigate disciplinary processes to address issues of bullying behaviour.			
	Phase 1: Stabilise	<ul style="list-style-type: none"> - Ensure all staff and managers have support and opportunity to be heard. - Ensure the service feels valued and appreciated - not all 'tarred with the same brush' - Ensure access to specialist counselling - Apply 'zero tolerance' approach to managing poor behaviour - Support and development for frontline managers and supervisors to support effective and consistent behaviour management - 	Feb 24
	Phase 2: Creating conditions for culture change	<ul style="list-style-type: none"> - Behaviour expectations reset - Council / TU relationship and behaviours reset - Mandatory behaviour reset learning and development covering bullying, harassment, equality and discrimination with consequences for failure/refusal to engage - Continue to apply 'zero tolerance' – informal and formal procedures 	April-24

	<p>Phase 3: Culture Change</p> <ul style="list-style-type: none"> - Co-create future vision for service with staff, managers, TU colleagues, and other stakeholders within the Council - Using 'Challenge & Collaboration' events to define the future vision and how the service is going to get there - Future focused, reestablishing psychological safety, setting clear vision, 'making it real' - Support frontline staff and managers to co-deliver on culture change activities 	Dec-24
	<p>Phase 4: Embedding culture change</p> <ul style="list-style-type: none"> - Led by leaders and managers - Mechanisms to support this to be defined 	Ongoing

