BIRMINGHAM CITY COUNCIL
CORPORATE GOVERNANCE IMPROVEMENT PLAN

June 2018

Introduction

"The first lesson I would take from the fact that BIIP has been in place a long time, too long really. This is because we failed to address some of the issues that were in the Kerslake review and we need to get on and do this.... We have got to do the work that enables them to have the confidence in this organization."
The Leader of the Council – May 2018

This improvement plan sets out how we will address the improvement issues for the corporate governance of the organisation and highlights the service improvements that are subject to separate improvement plans.

The Improvement Journey

The Kerslake Report was published in 2014 and the Birmingham Independent Improvement Panel was established in January 2015. Since then the Council has undergone significant change in the leadership of the organisation.

In December 2015, John Clancy succeeded Sir Albert Bore as Leader at the Council. The Chief Executive of the Council took early retirement in February 2017, and a new senior management structure was put in place. An interim Chief Executive was appointed in April 2017 and interim Directors of Finance and Adult Social Care were also appointed. The Director of Education was appointed to the role of Interim Corporate Director of Children and Young People. Then in October 2017, the Council Leader resigned and a new Leader and Deputy Leader were elected. Previously the Deputy Leader and the Cabinet Member for Children Young People and Families, their experience brings much-needed stability and continuity. Following the all-out elections in May 2018, the same Leader and Deputy Leader have been elected for a four year period, further cementing this continuity and stability and paving the way for strategic long term planning. The new Chief Executive was appointed in April 2018 and some early decisions have brought some more stability to the Corporate Management Team, with a permanent Finance Director, Assistant Chief Executive and clarity around roles which will need to be filled.

This improvement plan sits alongside plans to improve Education and SEND; Early Help and Children's Social Care; Adult Social Care and Health; and Waste Management. Failure in service outcomes for citizens has been underpinned by lack of rigor and transparency in the Council's core. This plan therefore focuses on the corporate governance of the organisation, emphasising a change in culture to make the improvements needed.
It addresses the s recommendations in the Kerslake Report which identified a need for the council to make fundamental changes to its corporate culture to play the effective leadership role needed to help the city to realise its full potential.

The City

Birmingham is an exciting, vibrant and diverse city. It has many excellent schools and universities, boasts many stunning green spaces and has a varied and lively cultural offer. However, it is also a city with significant challenges. For example, overall Birmingham is the sixth most deprived English district with

poverty highly concentrated in certain parts of the city and over two fifths of children living in poverty across the city.[1] Housing across the city is also an issue with population projections indicating that 86,000 homes will be needed by 2031, including around 33,800 affordable houses.[2] Birmingham will be hosting the 2022 Commonwealth Games. While this presents great opportunities for the city, particularly in the sphere of housing whereby we intend to convert the Games village into around 1000 new homes following the event, the Games also presents particular risks which will require careful management.

The Council

The Council has been elected by the people of Birmingham to lead the city, discharging its legal duties, responding to the challenges described above and promoting the growth and wellbeing of Birmingham now and for the future. It has historically provided over 700 services in Birmingham and is a long-term local leader, as shown by the ever-present expectation people have of their Council's capacity to act on and drive multiple agendas.

Following elections in May 2018, the existing Council Plan will be refreshed in line with the Labour manifesto and the needs of the city's citizens. The shift to a four-year political administration, as well as the recent arrival of a permanent Chief Executive and with key Chief Officers in post, will contribute to long-term stability for the organisation, meaning we can drive a clear, ambitious and achievable vision for the future.

As with the rest of the local government sector, government funding cuts combined with significant local expenditure pressures in core service areas have amplified the challenges faced by the Council requiring deep financial cuts to be made. In the seven years to March 2018, the Council had taken some £642m out of its the annual budget and anticipates having to make further annual cuts of £123m by 2021/22 which would represent total annual savings of £765m over the eleven-year period. Inevitably reductions of this magnitude over a relatively short time period have impacted on front line and back office services and by March 2022, the Council will have taken more than 50% from its net annual budget. Partly in response to this, the Council has reached to its reserves to stabilise its financial position and has not taken or implemented the difficult political decisions required. This has exacerbated the challenges in the next two years.

Whilst it is the national policy position of the LGA and the national Labour Group to challenge this policy of austerity, we recognise that this is no excuse for failing services or lack of moral purpose. We have to embrace innovative and more efficient ways of working, including doing much more in partnership, in order to meet the expectations of residents and achieve the standards set by our national peers.

Corporate Governance Improvement Plan

This plan has been designed to reflect the LGA's criteria for an effective organization to enable comparison with previous update reports, namely:
- Effective **political leadership and managerial leadership**, working as a constructive partnership with a modern, progressive **organisational culture**;

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[1] End Child Poverty, 2018.
[2] Office of National Statistics, 2021.

- Effective governance and decision-making arrangements that respond to challenges and manage **performance**, change, transformation and disinvestment;
- Capacity and resources focused in the right areas in order to deliver the agreed priorities, supported by relevant **organisational and workforce development**; and
- A **financial plan** in place to ensure its long-term viability and evidence it is being implemented successfully.

The plan builds on the progress made to date in respect of the Council's governance arrangements. This includes the success in forming the West Midlands Combined Authority; the establishment of values and behaviours linked into the employee appraisal system; the enhancement of senior corporate capacity; clarity on committee functions; and an impetus around revisions to Council Planning and performance. For example, CMT will take a firmer grip on performance and budget monitoring through monthly updates and will seek to undertake 'deep dives' into specific issues where outcomes or 'tracers' are off-track.

Political and managerial leadership with a vision and priorities, and a clear corporate narrative is in place, which will be adjusted accordingly once the new Council Plan has been developed. Partnership working is improving for many key agendas and there was a positive response from partners at a recent city partnership summit; contributing to the debate about a future vision for the city. There is also a shared goal of optimising benefits of the Commonwealth Games, bringing fresh optimism and pace to local partnership working.

Critical Issues

This plan is crafted, however, in the context of extensive failures in past corporate governance. Historically, advice given to Elected Members prior to decision-making has been variable and there have been failures to implement the difficult decisions that Elected Members have taken. Many such examples have been conducted without requisite transparency for the benefit of Elected Members or the citizens of Birmingham. This plan aims to address that challenging history by building on the work already undertaken to fundamentally change the culture of the organisation. This includes a whole-system review approach to role definition of Elected Members and Officers, staff / union engagement procedures and formal decision-making processes.

The last three years have been especially problematic in BCC, as highlighted in the external auditor's reports of 2016 and 2017, where an adverse value for money conclusion was included in their audit opinion. The audit reports focussed on the Council continuing to take action to manage the emerging trend of under- delivery of savings and recommended that the officer and political leadership work together to ensure the Council's financial stability remains a top priority. The level of savings delivered has fallen below the planned level, and other spending pressures have also emerged, which has meant that additional uses of reserves have been required over and above original plans to balance and deliver the budget since 2015/16.[3] Indeed in 2017/18, against

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[3] In 2016/17, Directorates overspent by £71.9m. The Directorate overspend was primarily down to savings non-delivery in Adult, Social Care and Health and Place Directorates as well as some base budget pressures.   Corporate mitigations, including use of capital receipts flexibility, were identified totalling £42.1m. 2017/18 showed a similar picture with Directorates overspent by £12.7m. The Directorate overspend was primarily down to base budget pressures in Place Directorate and some savings non-delivery across most Directorates.   Furthermore, Corporate overspends of £24.1m occurred in 2017/18 relating to ACIVICO (£9.5m) and non-delivery of the Council's

a planned use of reserves of £46.6m, the Council needed to use £63.1m (including £9.5m one-off in respect of a subsidiary) and a further structural use of reserves of £28.6m is required in 2018/19. At month 2 of the 2018-19, the Council is forecasting an overspend of circa £27m in addition to use of structural reserves. Steps are currently being taken by the Cabinet member and Council Management Team to eliminate this overspend by seeking mitigations from services. In parallel, the Council will be reviewing its client-based approach and efficacy of trading ventures. The immediate challenge is to ensure that this requirement does not grow and the reporting cycle has been brought forward by 3 weeks to ensure timely reporting to assist decision making and mitigations.

If the Council is to achieve long term financial sustainability, it must ensure that it develops and delivers robust spending and saving plans consistent with its spending priorities. To achieve this there will need to be much greater accountability for Directors and Cabinet Members and an enhanced role for EMT in overseeing financial performance. The Council will adopt a priority-based budgeting approach that will align the use of financial resources with its policy priorities, integrate revenue and capital planning and consider performance, benchmarking and unit cost information in developing its plans. The budget setting process will focus on exploiting opportunities for service re-design and partnership working and link better to the development of capital and asset strategies. In this way, the Council will more effectively than has previously been the case streamline the resources it uses to better reflect the priorities of the Council and more effectively reduce spend on lower priority areas.

How Success will be Monitored

In order to appropriately monitor the Council's progress, the plan below outlines a 'mixed methodology' for evaluation. In part, this will rely on formal performance management using industry-standard metrics and comparing Birmingham with peers nationally. There will be monthly performance monitoring of the delivery against this plan through CMT and EMT.

Rather than being "done to", we will take the workforce with us through our workforce plan and integrated approach, so that changes are embedded within the council. This will not be a separate work programme but will become part of our normal approach with a range of mechanisms to gauge the confidence and attitude of the workforce.

Although the focus of this plan is around the corporate governance of the Council, we know that if we get our support services, insight and work with members / partners right, then there is a tangible benefit for services to communities. We will, therefore, monitor early indications (the 'tracers') of improvement in social outcomes, through our adherence to the 2018-19 budget, and stronger grip on issues such as homelessness, skills, community cohesion, waste and equal pay.

It will be crucial for Birmingham to look beyond its own practices and evidence base in order to improve. Within each component of this plan, therefore, we cite professional bodies, peers and national associations whose frameworks Birmingham can use to benchmark excellence and maturity. In some cases, we

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Future Operating Model (£14.6m). Corporate underspends were identified of £15.9m. In total, therefore, there was the need to use £12.9m of additional reserves taking the total use of reserves for 2017-18 to £63m.

are using published frameworks to self-assess against and monitor internally over time. In others, we are proposing to engage these third-party bodies in targeted pieces of evaluation work to ensure objective evaluation of progress.

Ultimately, Elected Member, staff, partner and citizen feedback will be the most important test of whether things have changed. In addition to use of formal feedback mechanisms such as the residents' survey or citizens' panel, we feel that is important to regularly 'take the temperature' with some key internal and external audiences throughout 2018-19. We have devised a simple, ongoing evaluation method against our corporate governance improvement plan. For a set of key stakeholders - for example, key Cabinet Members and Committee Chairs, the Chief Executive and statutory Council officers, Audit (internal and external) and statutory partnership chairs - we will have a structured conversation on a monthly basis to ascertain their appreciation of the Council's progress (actions) and quality (maturity) of those outputs, along with an opportunity to note specific comments or concerns. We will seek to share such insights with MHCLG and the BIIP as part of our regular updates, and feel that such qualitative approaches to evaluation will augment the more formal reporting regime

1	**Political leadership**				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
1.1	Well-organised, stable and effective political groups.	The four year political window provides a crucial opportunity for a new way of working within and between political groups. The INLOGOV report (2017) provides a baseline of issues for political groups to consider and subsequently tackle, including: - - The need to look beyond the BCC 'bubble' to understand emerging best practice around public service reform. - Hierarchies within BCC can impede the development of effective working relationships between officers, Members and partners. - A tension is developing between the new and more traditional ways of working. - There is a call for more collaborative approaches. - A blurring of officer, elected Member and partner roles is taking place. - A softer set of skills will be needed in future, including listening, learning from others and engaging with residents in a variety of ways. Group Leaders meet regularly with the CEO and ACE; providing a positive forum to take forward this work. Group leaders dealing with any breaches and risks of breaches of member/officer protocols, the Council's constitution and agreed ways of more modern mutually respectful working	Formal self-assessments required by all political groups – with process and developmental changes formally captured and reported against. ACE to coordinate with Leader, Deputy Leader and Group Leaders. Collate summary of changes that have been made by political groups. Update to INLOGOV report to be commissioned in-year 2018.	Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in August 2018. INLOGOV update report as a year 1 stock-take evaluation in September 2018. Subsequent actions for years 2-4 to be identified. Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.	ACE with Group Leaders / Deputy Leader
1.2	Effective, timely and balanced communication and engagement of all political groups. Effective and timely officer support into all political groups of the Council.	There are currently inconsistencies about expectations and protocols about officer briefings of political groups, with ad-hoc briefings on topics and a lack of equity / balance in information provision to all groups. Much improved cross-party leaders' meetings with good tone, level of honesty and support. The role of Council Business Management	A structured briefing programme to be offered for all political groups based on a robust, published forward plan. Formalise senior officer discussions with Group Leaders through monthly CEO 1-1 briefings with group leaders, ACE co-ordination of agenda and briefing pattern for joint group leaders and regular consideration at CMT. More emphasis on all-member sessions as part of / following medium-term induction plan.	Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. October 2018. Actions and changes to group leaders meetings effective from July 2018.	City Solicitor / ACE in concert with Group Leaders / Deputy Leader

1	Political leadership

Effective political leadership and managerial leadership, working as a constructive partnership.

		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			Committee (CBM) does confuse this consistency and clarity across groups – with topics deferred to CBM rather than group leaders and inconsistency in representation. A Members' newsletter exists, but the extent of clear and consistent messaging for Members (at Council and ward level) could be substantially improved.	Review of role and terms of reference of CBM as part of constitutional review. Ongoing training for members around social media and internal communications networks to enable more agile provision of information.		
1.3		Effective, modern governance and decision-making processes at Full Council and Cabinet in line with accepted best practice (learning from good practice and guidance identified by Solace and CIPFA)[4] Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework. Modern and effective support functions to underpin the decision-making process.	The four year political window provides a crucial opportunity for a new, robust 4 year Council Plan, policy framework and delivery programme. The Council has previously had a vision statement, delivery plan (alongside the budget) and policy framework within the constitution. It is clear, however, that these are not owned or adhered to within the organisation as demonstrated by examples of weak delivery and lack of policy refresh.	Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework (June 2018)	Actions to be implemented and monitored monthly within municipal year 2018 / 19. New Council Plan and Performance Framework (June 2018)	Assistant CEO
			The constitution and policy framework is in need of modernisation. Bench-marking with sector leading peer required as part of this review.	Changes to the policy framework to be agreed at Cabinet / CBM with a programme of policy review undertaken against the revised framework (ongoing 2018-19). Complete the constitutional review	Changes to the policy framework to be agreed at Cabinet / CBM (July 2018.) Gap analysis against policy framework (reviews) to be undertaken quarterly Complete the constitutional review (September 2018)	City Solicitor
			The standard report structure requires revision.	Complete the report structure review (July 2018)	Complete the report structure review (July 2018)	City Solicitor
			The processes that sit 'behind' decision-making are unduly complicated and lead to confusion and regular late reports.	Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.	Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018)	City Solicitor
					Monitoring of reduced late reports (monthly)	City Solicitor
					Annual survey of councillors to establish satisfaction with decision-making processes.	City Solicitor
			The staffing structures that support	Complete service reviews of the Democratic	External audit letter to highlight no	City Solicitor / Assistant Chief Executive

[4] Delivering Good Governance in Local Government (Solace and CIPFA)

1 Political leadership

Effective political leadership and managerial leadership, working as a constructive partnership.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		governance and decision-making are fragmented and have not been reviewed formally for many years.	Services and Cabinet / Leader support functions to ensure modern and effective ways of working (September 2018)	material concerns re timeliness and probity of decision-making (March 2019).	
		Very limited presentation of reports and strategies to Full Council	Cross-party and pan-committee agreement on the nature of business to be brought to Council.	Report to CBM mapping out proposed nature of business to Full Council (September 2018) in line with O&S work programme, policy framework and Council Plan	City Solicitor
		High cost of use of paper for publication of papers at every council meeting	Agreement to paper free arrangements except for visitors. Committee Services to stop using blank pages. Only print the agenda and reports, not the minutes of the last meeting.	Reduced paper arrangements in place (September 2018)	City Solicitor
1.4	An effective and proactive Scrutiny function / work programme in line with national best practice (informed by the expertise of Centre for Public Scrutiny)[5]	O&S undertook a strategic review during 2017-18 with recommendations agreed by Full Council around a new committee structure and improvements to ways of working. There is a legacy of a lack of genuine cross-party agreement regarding proportionality of scrutiny chairs and vice-chairs. For 2018-22 it has been agreed that all vice-chairs will be from opposition groups. Whilst not yet delivering on opposition aspirations re chairs, this represents a degree of progress and is comparable to peer core cities.	Implementation of O&S changes	O&S review actions undertaken and / or report back to Full Council (September 2018.)	City Solicitor
		There has historically been a lack of synergy in forward planning of agendas between the Executive and O&S.	Forward planning workshops for the new O&S oversight committee (chairs committee) with formal engagement with all group Leaders.	Genuinely integrated O&S work planning in light of the Council Plan and priorities (September 2018).	City Solicitor
			Each committee to engage peer councils in elements of work programme during 2018	Robust programme of Scrutiny activity with flexibility for well-organised topical work (September 2018 onwards)	City Solicitor / Assistant Chief Executive
			Utilisation of O&S for policy development purposes.	Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.	
1.5	Depth of understanding of governance rules and standards,	Variable understanding by elected members of rules governing local authorities	Extensive, ongoing new member development programme required including:	Member Induction and Development Programme on offer for all Members	City Solicitor

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[5] Realising the Potential of Scrutiny (CfPS)

	1	Political leadership			

1   Political leadership
Effective political leadership and managerial leadership, working as a constructive partnership.

		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA)[6]	depending on experience and background. Reviews of governance arrangements and 'lessons learnt' regarding induction process pre-election, with positive engagement from Cabinet, group leaders and scrutiny chairs. INLOGOV research in 2017 found issues in terms of barriers and hierarchies within political groups based on age / experience.	• Induction • Information • Guidance • Peer support Elected Member mentoring programme and evaluation of its impact. Ongoing LGA, professional body and peer working required to challenge and assure the BCC governance arrangements for / throughout the 4-year term.	(May 2018), including dedicated sessions on 'governance'. Rolling-programme of induction and briefings (June – September 2018). INLOGOV update report as a year 1 stock-take evaluation (September 2018) to identify that members have a good understanding of the governance rules and standards. Reduced standards committee referrals. (March 2019) Structured LGA partnering programme in place for all key political post-holders	HR Director / LGA Principal Advisor (WM)
1.6		Appointments to outside bodies (working with the LGA principal advisor to assess effective national exemplars)	Current approach lacks structure, clear rationale and exposes individuals / council to risk.	Deputy Leader guiding a process of review with support from City Solicitor - reviewing what Council appoints to and why, how we manage relationships and degree of support & training to mitigate risk for councillors and officers sitting on third party boards.	Initial AGM appointments confirmed (June 2018) Wider representational roles amended (September 2018) Third-party training in place (September 2018) External audit letter to highlight no material concerns re probity of third party decision-making (March 2019).	City Solicitor / Deputy Leader
1.7		Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21st Century Public Servant[7] and 21st Century Public Councillor[8] research)	The Council has had three leaders and three Chief Executives in two years – in part due to serious disagreements about the role definition of senior members and officers. These issues came to the fore during the waste dispute of 2017 when the high court judge presiding expressed that, "neither party [officers or members] comes out of this sorry saga with any credit at all." An INLOGOV review in 2017 found blurring of officer, elected member and partner	A comprehensive and transparent view of the Council's improvement journey needs to be understood and 'owned' by the new administration and the new senior officer team. An independent review on governance of waste services is underway. Member and officer development programme on the range of roles of a councillor:	All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. (May 2018) Waste review findings implemented INLOGOV update report as a year 1 stock-take evaluation (September	Chief Executive and Leader Chief Executive and Leader Assistant Chief Executive

[6] Delivering Good Governance in Local Government (Solace and CIPFA)
[7] 21st Century Public Servant
[8] 21st Century Councillor

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		roles to be taking place. Low staff survey response rates indicated significant silo-working, detachment of senior management and a lack of effective communication. It is accepted that internal communications has not always been cross-directorate, strategic and timely and there are ongoing improvements being made to establish a consistent one-council approach. Some very positive work, however, has been undertaken through engagement with the University of Birmingham (21st Century leadership) and latterly through review / engagement around member induction 2017. This identified a BRUM Leader model which can be applied for staff and member development purposes. Use of Forward Plan for planning for future Cabinet agendas not used consistently Cross-party Member Steering Group was set up, which Deputy Leader chairs. The Steering Group have designed the Member Induction as Welcome/Welcome Back and the Deputy Leader created a member relationships map which has been well received. A councillor profile was produced to outline the expectations of the role and an A5 leaflet was designed to assist candidates and provide advance warning of dates. This was uploaded onto the website.	• What the Council is and does • What being on outside bodies means • Other appointments • Community roles • Partnership roles • Strategic governance and scrutiny roles Regular meetings of Leader and Deputy Leader and Chief Executive Structured programme of joint EMT & CMT workshops to generate the four year council plan, performance framework and budget. Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions The Deputy Leader will continue to undertake exit interviews and gather information from previous members of what went well and what can we learn from. Similar such processes are required for senior/non-senior staff exits and interim officer feedback. Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21st Century Councillors and Officers – including a session purely on this as part of the Member Development Programme	2018) to identify improvements in role definition. Refreshed staff survey and improved results (September 2018) Efficient and effective forward planning process with appropriate preparation / quality assurance of report risks / implications in good time – in line with the formal Forward Plan (July 2018 onwards) We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements. Ongoing member development programme for Elected Members, co-ordinated by the Member Steering Group. (July 2018 onwards). Evaluation findings from the programme to demonstrate whether new approaches have added value / had an impact. (September 2018) Ongoing development programme for officers, co-ordinated by OD team on behalf of Council Management Team. (July 2018 onwards)	HR Director HR Director Chief Executive and Leader HR Director and Deputy Leader

		Political leadership			

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		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
1.8	True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU;[9]Councillors Commission)[10]	Despite the changes to political leadership and officer governance over the last three years, the make-up of Cabinet and senior committee / scrutiny roles did not substantially change.	Strategic review of equality and diversity across all levels of the Council's operations – learning from good practice from across the country (e.g. Coventry) – and benchmarking the degree to which the Council is representative in terms of characteristic groups, 'place' and social mobility / cohesion.	Clear equality plan for the Council in place, and actions underway (October 2018)

A more representative Cabinet and engaged body of councillors in consideration of wider diversity and equality around different political groups. (June 2018) | Chief Executive and Leader |
| | | Strong piece of policy work undertaken by the Deputy Leader around Women's Leadership – in concert with the 100th anniversary of the Representation of the People Act. | Implementation of Women's Leadership actions. | Implementation of Women's Leadership actions. (September 2018) Evaluation against criteria for success agreed at the start. | Assistant Chief Executive and Deputy Leader |
| | | WMCA Leadership Commission underway. | Constructive response to the WMCA Leadership Commission findings. | Constructive response to the WMCA Leadership Commission findings. (July 2018) | Chief Executive and Leader |
| 1.9 | The Council should prioritise local leadership and neighbourhood empowerment.

Redefinition of the Community Councillors' role with emphasis on neighbourhood convening and local leadership (for example, taking learning from leading practice as identified by the LGA to involve and understand residents)[11] | All-out elections and changes to ward boundaries in May 2018 mean newly elected Councillors are representing different areas and people. | The Council should develop a compelling policy response to the O&S review into local leadership. | 'Green Paper' into Local Leadership (June 2018) | Chief Executive and CMT |
| | | Historically, the 'distance' between Council and community has been extensive in Birmingham, and the district committee model (now removed) failed to alleviate this problem. The council has failed to establish an empowering and devolved model of governance. O&S undertook an extensive piece of work to consider appropriate peer models for local leadership. | A new model of local support arrangements to ward members should be put in place, with an emphasis on ward forums and ward plans as a 'minimum' offer to communities – extending up to more sophisticated arrangements pending the capacity and interest of local residents. | 'White Paper' into Local Leadership (October 2018) and implementation plan (ongoing).

Development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals (2019-2020) | |
| | | The route for Members to resolve enquiries and case work has been confused and inefficient. | Implementation of a new case management system | Implementation of a new case management system (September 2018) | |
| | | The INLOGOV review found a range of skills and competencies across the range of elected members. | Member and officer development programme on the range of roles of a councillor | Ongoing development programme for Cabinet Members over the next four years. (July 2018 onwards) | |

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[9] Does local government work for women? (Fawcett Society and LGiU)
[10] Representing the future (Councillors Commission)
[11] New Conversations - LGA guide to engagement

1	**Political leadership**				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making.	The Council is taking steps to ensure citizens are at the centre of improvement planning and decision-making - e.g. 'Be Heard' database of consultations open to the public and used to inform planning, annual budget consultations take place to inform resource allocation – but these mechanisms are at an early stage of maturity. Residents survey results presented to Members for planning. Key areas for improvement have been identified – Corporate Governance, Education, Children's, Waste and Adults.	Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress. Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham. The Council's performance framework will be extensively reviewed. Something needs to be said about the existing framework not being sufficiently self-challenging or sufficiently priority focused and outcome focused. There has been a tendency in the past toward highlighting positive progress while under-reporting and inadequately owning and addressing poor performance, BCC's extensive challenges and significant risks. Data from resident surveys are used in our early priority planning in the summer so that residents' priorities are reflected.	Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. (June 2018) The Council will make improvements in key priority areas. (Monitored monthly) Early and comprehensive engagement process for the MTFP and 2019-2020 budget (October 2018)	Chief Executive and Leader Deputy Leader and CMT Chief Finance Officer and Portfolio Holder

2	A Modern and Progressive Organisational Culture				
Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
		The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[12] and the 21st century public leadership model[13] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
2.1	Tackling defensiveness	This corporate governance plan represents a 'line in the sand' in terms of the Council confronting the degree of honesty and rigour required in order to tackle historic weaknesses in organisational culture.	Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.	We will have a genuine understanding of where we are and what needs to change (June 2018) and we are willing to be consistently explicit and honest about this with residents and other stakeholders	Chief Executive and Leader
2.2	Taking personal responsibility and owning any problems, challenges and poor performance Embedding a Learning Organisation approach – ie proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency Building the capability and capacity across the organisation to enable the Council to continuously adapt so that it is equipped to effectively address not only its existing challenges but is shaped so that it can meet future new challenges and effectively embrace new opportunities	Dedicated sessions as Extended Leadership Team have taken place regarding management grip; ownership; accountability; housekeeping and our aspiration to be top quartile.	Workforce Strategy will be developed to continue to encourage a culture of lead officers taking responsibility and demonstrating? accountability for the results of the organisation Accountability frameworks in place Learning and feedback? Constructively challenging each other and listening to challenge from elsewhere Responses to external reviews and inspections and audits – embrace and learn from the criticism rather than seeking to rebut it or excuse it	The council won't operate on a 'blame culture' basis and officers will instead be confident owning problems, challenges and poor performance. The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018] The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute	HR Director
2.3	Role modelling of BCC values, new culture and new ways of working	Currently there is a People Strategy which incorporates some components we intend to include in the new Workforce Strategy.	The values and behaviours are key components that will be included in the new Workforce Strategy. The new CEO will drive forward changes to culture and new ways of working, which will underpin the new Workforce Strategy.	All BCC staff are confident in their understanding of the Council's values and behaviours. Lead officers are good role models of the Council's values and behaviours, and the new culture and ways of working. Clear expectations of leadership,	HR Director

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[12] What is an empowering authority? (The Young Foundation)
[13] 21st Century Public Servant

2	A Modern and Progressive Organisational Culture				
Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
		The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[12] and the 21st century public leadership model[13] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
				culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy. [Culture dashboard – September 2018]	
2.4	Tackling avoiding making difficult decisions and having challenging conversations	Some difficult decisions have been taken over the last eight years. Challenging conversations have been had around, for example, Equal Pay, Air Quality and the bin strikes. The new CEX commenced work with the senior leadership teams on making difficult decisions and having challenging conversations but further work needs to be done to support staff in making difficult decisions	Workforce Strategy will include continuing to promote a culture of resilience and transparency, especially in challenging contexts.	Councillors and officers will be confident in making difficult decisions and having challenging conversations. [Culture dashboard – September 2018]	Chief Executive and Leader
2.5	Collegial working – a one-council approach is needed.	Changes to CMT by new CEO will support cross-directorate working and cement team-working. Regular briefings to CMT.	CEO and CMT to develop a joint, overarching approach. Effective communication and engagement plan	Directorates will no longer work in silos and activity across directorates will complement rather than duplicate. [Culture dashboard – September 2018]	CMT
2.6	Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working.	Council's insight teams produce excellent data and intelligence. The team is used council-wide to inform planning, e.g. Member Induction sessions post-elections.	Effective use of data in planning 4 year Council Plan.	Regular insight, intelligence and policy 'products' that provide purposeful *analysis* to inform CMT and EMT decision-making to enable and support continuous improvement. (July 2018 onwards)	Assistant Chief Executive and Chief Operating Officer
2.7	Optimistic staff attitude	Driving lasting improvement has been challenging given the state of flux the council has experienced over recent years (e.g. changes to political and managerial leadership). The arrival of new permanent CEO, assistant CEO and CFO, and political stability from the new 4-year term, means driving long lasting change is more feasible.	Development and training Continue to promote a positive culture Regular dedicated sessions at CMT, ELT and engagement with the whole workforce. The new CEO provides weekly bulletin to all staff and members.	Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement. [Culture dashboard – September 2018] CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in	Chief Executive and CMT

2 A Modern and Progressive Organisational Culture

Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[12] and the 21st century public leadership model[13] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
				year 1 2018-19. More personal touch to staff awards by CEX and Leader and this will be done on site at the employee's place of work for recognition of job	

	3 Managerial leadership				
	Effective political leadership and managerial leadership, working as a constructive partnership.				
	Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
3.1	ELT with good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda	ELT has variable understanding of Birmingham's current governance arrangements due to mix of experience and recent turnover in senior posts, changes to documentation and reliance on support services roles. INLOGOV's report highlighted the need to look beyond the BCC 'bubble' to understand emerging best practice around public service reform.	Senior officer development programme including: • Induction • Information • Guidance • Peer support Dedicated ELT development sessions on good governance and new, structured approach to strategic ELT topics with emphasis on peer learning.	Revised induction and development programme underway (by October 2018). External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)	Chief Executive and CMT
3.2	Chief Officers' communication, engagement and collegial working (for example, LGA's recommendations for improving internal communications will be used to inform our approach)[14]	The Council's recent history has seen a high degree of turnover in critical senior positions, a high proportion of interim post-holders and extensive, unfilled vacancies. Staff survey results were underwhelming in terms of response rate, and highlight significant silos, detachment of senior management and a lack of effective communication. There has been variable attendance and at past CMTs and other meetings. Attendance at CMT and ELT is being addressed personally by the Chief Executive A further staff survey is about to be launched.	Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items. ELT to be made more strategic with structured approach to strategic workshop topics and transparency / inclusivity about strategic direction. Improved policy and communication products at CMT & ELT. Improved use of technology to break down staff barriers – yammer, social media and blogging / CEO updates.	CMT and ELT actions underway by July 2018 Directorates will no longer work in silos and activity across directorates will compliment rather than duplicate. (ongoing) Improved staff survey response rate (September 2018) and steady increase in staff morale and engagement measures (Yr2,3&4)	Chief Executive and CMT
3.3	Comprehensive and transparent advice to Elected Members to support effective decision-making	Historically, advice given to Elected Members prior to decision-making has been variable and there have been failures to implement the difficult decisions that Elected Members have taken. Many such examples have been conducted without requisite transparency for the benefit of Elected Members or the citizens of Birmingham.	Establishment of forward plan and rigorous application of renewed CMT discipline – with cross-functional debate and risk / professional assessment prior to advice being formally provided to elected members (through Cabinet portfolio briefings or EMT.) Implementation of a revised budget and performance board, with monthly updates provided with transparency around any changes / decisions required. More proactive senior officer involvement in O&S processes –including engagement in	Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. (July 2018) Improved transparency of Budget and Performance Board updates and decisions. (July 2018) Actions arising from O&S review to be implemented. (September 2018)	Chief Executive and CMT

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[14] LGA - Top 10 tips for better internal communications

		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)

3   Managerial leadership
Effective political leadership and managerial leadership, working as a constructive partnership.
Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			development of O&S work programme, and then senior officer support to O&S chairs to challenge policy development and advice / scrutiny of policy implementation. Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes. Improved evidence and insight underpinning officer advice and options / implications presented to elected members.	LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018). Review of insight and intelligence functions and products to CMT and EMT (September 2018)	
3.4	Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP[15] and building on good practice from Barnet Council[16] and Nottinghamshire County Council[17])	There is a recent history in the Council of some formal staff induction meetings, a consistent 'pack' and relatively sophisticated compulsory online training portal. There are recent examples, however, of staff not being on induction, and a history of staff not systematically enabling or coordinating the kind of induction that addresses the organisation cultural issues, role-modelling opportunities or consistent 'One-Council' messaging.	Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council. There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so. The new CEX is keen to run regular face to face sessions with the Leader as a welcome and introduction to BCC – this is work in progress.	All staff will receive a full induction to the council within 2 months of starting. (As of September 2018) Staff report (as part of survey) increased visibility of senior management	Chief Executive and HR Director
3.5	A modern and fit-for-purpose workforce	Whilst an extensive and varied workforce, generally the workforce statistics are typified by a lack of turn-over, new skill-sets and experience outside of Birmingham. Recent examples of industrial disputes and archaic processes also highlight a culture of protectionism and lack of customer-focus.	A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: - - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeships and graduate development - Industrial relations processes and engagement Staff survey as baseline for council improvement. The key indicators from the survey to be used and the trend analysis and the	Completion of workforce plan (September 2018) Monthly monitoring of a new basket of internal 'organisational health' workforce measures (October 2018 onwards) Staff survey (September 2018) Most important measures	HR Director

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[15] Induction Factsheet - CIDP
[16] Barnet Council - Employee Handbook and Induction Checklist
[17] Nottinghamshire County Council - Employee Induction Guide

3	Managerial leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
			most recent baselines TBA	Improved employee engagement and confidence. Improved sickness absence. Changed workforce demography. To better reflect the demography of the city Improved motivation and morale in employees. Leaders and employees are advocates for BCC.	

4	Strategic planning, financial and performance management				

Effective corporate and financial framework to ensure strategic focus, transparency and governance.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.1	**An agreed City Vision and clear lines of accountability for areas of partnership activity.**	Historical failings in strategic and statutory partnerships are evident. For example, disintegration of relationships and pooled funding models in the STP; the failure of the H&WB to publish an annual public health report or domestic homicide reviews; lack of regular / active engagement in Local Resilience and Community Safety fora; lack of and over-arching strategic forum for Children and Young People's issues. There is no accountability and performance framework for outcomes delivered with partners. Initial discussions with partners 17 January 2018 embedded vision themes, secured a commitment to a shared outcomes framework and partnership structural review. Pre-election thematic discussions with partners developed an action plan for implementation of partnership changes. No formal city-wide partnership framework / adopted structure and no 'over-arching' partnership guiding activity strategically.	Further work with Partners implementing agreed review of partnership structures, priorities and aligned work programme towards owned partnership KPIs in support of the achievement of a shared vision. Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges. Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework. Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results.	Officer engagement with partners March-June 2018 Political review, engagement and launch of proposed new partnership model June – July 2018. Implementation of changes following summer of engagement (September 2018) Formal adoption of a new partnership outcome and accountability framework (April 2019) Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – January / February 2019.	Chief Executive and CMT
4.2	**A revised Vision and Priorities for the Council**	A new vision, priorities and values statement was developed for the Council in 2016-17, however, this lost traction within the organisation due to turnover in Leader(s) and Chief Executive(s). For the 2018-19 budget, a delivery plan was created that loosely echoed the former vision and priorities statement.	Integrated planning, priority-setting and budgeting planned with CMT and EMT post-election – based on insight, the administration's manifesto and advice regarding service priorities / demand pressures. Following elections, Cabinet portfolios are changing to correspond with the new priorities. New Vision and Council Plan to be agreed by Cabinet.	Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. (June 2018) Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles (July 2018 onwards).	Chief Executive and Leader
4.3	Effective strategic performance management	There is regular performance reporting to Cabinet which has informed the Council's key priority areas for improvement. All KPIs are mapped back to the legacy Council vision and priorities. It is apparent, however, that the suite of KPIs currently in	Strategic review of performance framework required, in concert with production of Council Plan 2018-2022. This refreshed performance management framework will integrate priority outcomes and measures; service outcomes and measures; and	Revised strategic framework in place by July 2018. Monthly finance and performance reporting to CMT, EMT, and Cabinet commencing July 2018.	CMT

4	**Strategic planning, financial and performance management**				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
		use are not all outcome-focussed or comparable to core city or leading council norms and therefore it is not apparent how effective Council services / outcomes are or whether targets are challenging enough. This leads to a lack of peer learning, self-critique and performance stretch. Similarly, the Council's extensive improvement journey is not evident in the current performance framework – with a lack of proportionate actions that are aimed at shaping and driving change at an appropriate pace. The Council's plans and performance management processes do not overtly embed insight and intelligence, and nor does the performance cycle appear to be adaptable enough to inform in-year decisions, strategies, plans or resource deployment where adjustments are required.	governance / improvement plans with key priority areas for improvement along with milestones to monitor progress to be included in the new Council Plan 2018-2022. Future KPIs will be mapped back to the new vision and priorities. Monthly CMT and EMT will review reports and take action to address resource or performance-led interventions. Improvement block included in Council Plan. Revised Council-wide performance toolkit to provide peer examples, a culture of learning and clarity on definitions / standards (on issues such as data quality and reporting protocols.)	Integration of revised approach into business as usual and improvement plans (September 2018) Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019) Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)	
4.4	Effective 'people performance' appraisal framework[18]	Currently misaligned and inconsistently applied performance appraisal system. Despite historically leading to performance-related pay increments, the model has limited quality assurance and no peer-validation or strategic talent management arrangements.	Strategic review of current appraisal system assessing 'best in class' public and private examples. Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.	Strategic review of current appraisal system assessing 'best in class' public and private examples. (October 2018) Revised performance appraisal system in place, embedded and delivering improved performance. (April 2019, 2020 and 2021 trajectory)	HR Director and CMT:
4.5	Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies)[19]	Although core MTFS and budget documentation has been in place, the last three financial years have been typified by late / partial advice regarding options; lack of rigorous consultation; and failed implementation. This has led to a 2017-18 out-turn report drawing on substantial levels of reserves in order to balance the Council's budget – thereby undermining the efficacy of the Council's MTFS.	Priority based budget approach to be deployed in early summer as part of the council planning process. Integrated preparation underway for Council plan, MTFS and budget cycle. Robust MTFS and priority-led covering 2019-22. Monthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management	First cut of MTFS and budget in August 2018 Final draft MTFS and budget / Early budget consultation October 2018 – Feb 2019 Improved rigour of reporting September 2018 onwards	Chief Finance Officer and CMT

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[18] Performance appraisal factsheet (CIPD)

[19] Looking forward - Medium-term financial strategies in the UK public sector (CIPFA)

4	Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
			position. Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves. A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.	Improved trajectory of use of reserves in 2018-19 out-turn report No material concerns in external audit report April 2019.	
4.6	Effective Capital Strategy (outlined by CIPFA)[20]	Linked to above MTFS and to revised Property Strategy	A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making. A 'total view' of Council investment and Treasury management risk associated with legacy and new capital investments	Fully integrated Capital Strategy (April 2019)	Chief Finance Officer and Economy Director.
4.7	Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA)[21]	Risk registers exist for individual directorates and for the corporate organisation but need to be refreshed and more consistently applied for real-time management purposes Risk registers in the past have been perhaps too 'optimistic' in outlook – downplaying the risks and the challenges in managing and mitigating BCC's key risks and in effecting change	Co-ordinated revision of corporate and directorate risk registers and associated processes Reestablishment of Corporate Governance Group to oversee high risk workforce issues	Revised structure and content of corporate risk register (October 2018) Revised structure and content of Directorate risk structures (April 2019)	Chief Finance Officer and CMT
4.8	A fit-for-purpose and modern Industrial Relations Framework	Wholesale review of the Council's industrial relations framework in concert with workforce plan and HR service review The learning from the Investigation and the Waste dispute costs, processes and impacts will be key here. The Equal Pay risks relate	a) Logistics and support b) Governance and meetings frameworks c) Style and culture d) Corporate management with members	Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018) An industrial relations framework that enables the delivery of the Council Plan and MTFS (September 2018)	Chief Executive and Leader
4.9	Effective Legal and Governance Services	Need for different financial model to provide Legal Services. Very high expenditure on counsels' opinion and agency staff. Governance of mixed effectiveness –	Revised model for provision of Legal Services ready for consultation.	Model ready for consultation with a view to implement. (September 2018) Setting new standards and effective delivery of governance function, for example, reduced external costs,	City Solicitor

[20] Capital Strategies and Programming - Summary (CIPFA)
[21] Delivering Good Governance in Local Government (Solace and CIPFA)

		4 Strategic planning, financial and performance management			
		Effective corporate and financial framework to ensure strategic focus, transparency and governance.			
		Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
		current review of Committee Services. Current review of Scrutiny Review of structure and setting new standards and functions currently underway.		improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) [April 2019]	
4.10	Effective Financial Services	Need for more strategic approach to long-term financial planning Need for different culture and approach to day to day financial management and collaboration between corporate and service finance Structural review already undertaken and consulted on	Setting of new style and standards for financial management by finance officers Setting of new standards for financial management by service senior managers and training in them Putting in place of more reliable and more transparent financial reporting mechanisms Implementation to be undertaken	Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the corporate whole. [July 2018] Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019] Evident levels of transparency and plain English clarity in financial reporting Clear financial implications in all relevant report	Chief Finance Officer
4.11	Effective Human Resources Realistic and robust operating model (for example, adopting learning from various models presented by CIPD)[22]	Implementation of revised operating model for HR/OD in completion phase Next phase of the whole HR system redesign commenced 1 May 2018. Staff exits commenced in autumn 2017, with over 1/3 of the team reduced.	Workforce Strategy needed and overhaul of how the Council does JNC recruitment Embedding and review of efficacy of new model	New model fully effective from September 2018. Continuous systems and process reviews [April 2019 onwards]	Director of HR/OD
4.12	Effective ICT Service	Relatively new AD ICT Joint Venture with Capita in process of being dissolved New ICT management arrangements to be put in place	Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members Transition from Capita to more control by Council needs to be secured timescale to be agreed	Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018) Transition from Capita to more control by Council needs to be secured (April 2019 programme established for transition)	Chief Operating Officer, Assistant Director ICT
4.13	Effective Procurement and commissioning	The current service is functional, but offers an opportunity for more savings through contract negotiation and a strategic	Service review to be undertaken in-year as part of budget and functional planning 2018-22.	Improved savings accrued from contracting and strategic commissioning processes.	Chief Operating Officer, AD procurement

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[22] Changing HR Operating Models (CIPD)

4	Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
		commissioning approach. The Council is also seeking to deliver on ambitions around social value and enhancing the influencing role of the Council in shaping public and private sector spend across the city.	Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement. A forward plan of procurement activity with each directorate in place and continually challenged by the relevant Cabinet Member, CMT and Commissioning and Contracting Board.	Improved Council performance in relation to 'social value' and local spend.	

5	Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
5.1	Community Cohesion	Partner seminar held on 4 December 2017 Community Cohesion network being formed Proactive engagement with local partners / city exemplars taking place Hosted MHCLG working session and follow-up engagement on alignment between national, WMCA and local strategy New Community Cohesion Strategy being taken to Cabinet in May 2018	Continuing work on network Convening of Youth Seminar on cohesion Finalise strategy, engage group representatives and consult on draft strategy Ongoing engagement with MHCLG and WMCA	Draft strategy for May 2018 with final strategy in place for September 2018 Implementation dates to be agreed. Approach to community dialogues and conference approach to learning / practice sharing to be in place by November 2018 and then repeated on an annual basis thereafter. Suite of performance measures in development through research and national / local research (Sept 2018)	Cabinet Member Community Safety and Cohesion and ACE
5.2	Equalities and Diversity	Equalities function now very small but transitioned into Policy to mainstream / embed support across the Council	Production of a new Equalities Policy for discussion Proactive review of impact around budget and other decisions – in concert with legal colleagues	Revised equality policy and associated evaluation framework to be in place by December 2018; alongside whole-system review of Council systems and processes.	Assistant Chief Executive
5.3	Equal Pay	Council has paid out £millions in compensation for Equal Pay Council in discussion about future strategy on Equal Pay Cabinet recently approved Equal Pay Sub-Committee to take strategic decisions regarding the Equal Pay Strategy. The Corporate Governance Group has been re-established following the new Corporate Director Finance and Governance commencing in post.	Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.	Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in August 2018. Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.	City Solicitor

	6 City Partnerships				
	Partnerships and key stakeholders				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
6.1	City-wide Partnership Framework	No formal city-wide partnership framework / adopted structure and no 'over-arching' partnership guiding activity strategically

Analysis of developing partnership situation in reports to Improvement Panel 2015 onwards.

Robust statutory partnerships in place

Leader's partnership summit 17th January 2018 has begun discussion with partners and clarified next steps. | Further engagement with Partners implementing agreed review of partnership structures.

Discussion about focus on city-wide objectives and shared values

Consideration with key partners about way forward, based on shared accountability for achieving shared goals

Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning. | Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners (August 2018).

Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. (October 2018)

Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results. (October 2018) | Leader, Assistant Chief Executive |
| | Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge | Work started by new CEO

Timetable to be added | Statement to be produced with partners and communicated and applied across the organisation and externally. | Building trust between the council and all our partners as tested by monthly 'temperature take' evaluation framework (July 2018 onwards) and 6 monthly partner survey (January 2019). | Assistant Chief Exec. |
| 6.2 | Children and Young People's Partnership | Currently no over-arching CYPP but preliminary work done on Partnership set-up. | Development of partnership options and consultation on model. Timescales TBA

Agreement on how children at heart of Council strategy. Timescales TBA

Completion of a CYP Plan to link into overall council strategies. Timescales TBA | Creation of a strategic 'home' for Children and Young People's issues in partnership and improved trust / joint working / risk and practice sharing across the CYP landscape. | DCS |
| 6.3 | Community Safety Partnership | Partnership in process of being strengthened.

Need for higher profile. | More consideration with partners of current strategy.

Emphasis on Domestic Homicide reviews and linkages with other statutory partnerships. | Delivery of statutory responsibilities and improved outcomes against agreed performance framework. | Place Director |
| 6.4 | Health and Well-being Board | Challenging CQC feedback around the functionality and governance of the H&WB

A current clear agenda but needing to have work programme for health and social care improvement linked in more closely. | Concerted corporate direction with whole Cabinet about HWBB and STP.

Delivery against CQC action plan.

Revisions to membership, agenda and ways of | Delivery of statutory responsibilities and improved outcomes against agreed performance framework

Evaluation of actions and improved outcomes against CQC action plan | Corporate Director Adult Social Care and Health |

6	City Partnerships				
Partnerships and key stakeholders					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
		Need for strengthening of profile and corporate attention. Need for stronger links to peer statutory partnerships and safeguarding leads	working for H&WB		
6.5	Birmingham and Solihull STP Board	Board established and meeting regularly. Cabinet Member for Health and Social Care and the Corporate Director for Adult Social Care and Health have membership. STP priorities undergoing a refresh – Completion date TBA	Need to maintain engagement to promote integrated approach to health and social care services across BSol. Need to ensure appropriate links to Council's governance processes, Corporate and Directorate Business Plans and Budget setting processes. Need to increase link to CYP Directorate	Improved performance in line with agreed STP outcomes and evaluation frameworks.	Corporate Director Adult Social Care and Health

7	Communications and transparency				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
7.1	Community engagement – a consistent and fair approach to whole-city engagement.	Good progress being made in this area, e.g. ASCH currently undertaking coproduction to redevelop the model for day care provision for adults – with over 700 stakeholders participating to date; plans to consult on the new Cohesion Strategy as well as Localism green paper 'Working Together in Neighbourhoods'.	The new Council Plan will outline our commitment to genuine community engagement. Workforce Strategy will be developed to include a plan for genuine community engagement. Regular engagement with communities will include face-to-face and online communication about our progress against the corporate plan to reach citizens in all areas of the city.	Council staff and the public will have a shared understanding of our approach to genuine community engagement. Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice. Improved residents survey measures (March 2019 results)	Director of Place and Assistant Chief Executive.
7.2	Communications that is strategic and consistent, and supports the council's priorities	Centralisation of communications completed and new way of working and structure has been signed off by CLT and the Leader/DL, engagement with Trade Unions is the next phase before formal launch of consultation with staff. Alongside the restructure a new communications strategy is being developed to align with the work being done on the corporate plan.	Finalise strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention Start the formal functional consultation	Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. (August 2018)	Assistant Director Communications Chief Operating Officer

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	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
		A specific internal communications strategy is in the final stages of completion and will be shared with CMT after discussions with the CEO.	Work with the development of the corporate plan to align the communications strategy Meet with CEO to agree draft internal comms strategy		
7.3	Effective Communications and Marketing	Communications functions in process of being consolidated with restructuring Previous peer analysis brought forward recommendations for improved digital engagement, social media policy and implementation. No agreed Communications and Marketing Strategy	Finalise Communications and Marketing strategy alongside strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention Restructuring to be completed Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet Implementation headlines and key milestones to be agreed Measures of success and evaluation proposals to be agreed	Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. (August 2018)	Assistant Director Communications Chief Operating Officer