

**BIRMINGHAM CITY COUNCIL  
CORPORATE GOVERNANCE IMPROVEMENT PLAN**

**September Update 2018**

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |   |   |   |  |
|---|---|---|---|--|
|   | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <b><i>Latest Update in Bold</i></b>  |
| 1.1   | Well-organised, stable and effective political groups.  | <p>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.</p> <p>Collate summary of changes that have been made by political groups.</p> <p>Update to INLOGOV report to be commissioned in-year 2018.</p>  | <p>Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in <b>August 2018</b>.</p> <p>INLOGOV update report as a year 1 stock-take evaluation in <b>September 2018</b>. Subsequent actions for years 2-4 to be identified.</p> <p>Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.</p> | <p><b><u>ACE with Group Leaders / Deputy Leader</u></b><br/><b>Group secretaries have been engaged in the review processes with support from legal services colleagues (September 2018).</b></p> <p><b>A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update).</b></p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21<sup>st</sup> Century leadership (August 2018 update)</p> <p><b>City Solicitor and Chief Whip</b><br/><b>May and June 2018 member induction processes included detailed briefing on code of conduct (including social media protocols). Revised guidance for elected members on social media being prepared (September update).</b></p> |
| 1.2   | <p>Effective, timely and balanced communication and engagement of all political groups.</p> <p>Effective and timely officer support into all political groups of the Council.</p> | <p>A structured briefing programme to be offered for all political groups based on a robust, published forward plan.</p> <p>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.</p> <p>More emphasis on all-member sessions as part of / following medium-term induction plan.</p> <p>Review of role and terms of reference of CBM as part of constitutional review.</p> | <p>Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. <b>October 2018</b>.</p> <p>Actions and changes to group leaders meetings effective from <b>July 2018</b>.</p>  | <p><b><u>City Solicitor / ACE in concert with Group Leaders / Deputy Leader</u></b><br/>Survey being planned (August Update)</p> <p>Revised group leaders meeting cycle in place with structured agenda (July 2018 Update) <b>NOW COMPLETE</b></p> <p><b>On-going programme of member development underway with engagement of LGA (September Update).</b></p> <p><b>This will take place as part of LEAN review, on track for constitution revisions for November (September update).</b></p> <p><b>Guidance for members on social media being developed,</b></p>  |

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |   |  |   |   |
|---|---|--|---|---|
|   | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <b><i>Latest Update in Bold</i></b>   |
|   |   | Ongoing training for members around social media and internal communications networks to enable more agile provision of information.   |   | <b>training to follow (September Update).</b>   |
| 1.3   | <p>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)<sup>1</sup></p> <p>Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework.</p> <p>Modern and effective support functions to underpin the decision-making process.</p> | <p>Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework <b>(June 2018)</b></p> <p>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).</p> <p>Complete the constitutional review</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p> | <p>Actions to be implemented and monitored monthly within municipal year 2018 / 19.</p> <p>New Council Plan and Performance Framework <b>(June 2018)</b></p> <p>Changes to the policy framework to be agreed at Cabinet / CBM <b>(July 2018.)</b><br/>Gap analysis against policy framework (reviews) to be undertaken <b>quarterly</b></p> <p>Complete the constitutional review <b>(September 2018)</b></p> <p>Complete the report structure review <b>(July 2018)</b></p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes <b>(September 2018)</b></p> <p>Monitoring of reduced late reports (monthly)</p> <p>Annual survey of councillors to establish satisfaction with decision-making processes.</p> | <p>Council Plan and associated measures agreed at June 2018 Cabinet meeting. EMT workshops in advance helped to build wider understanding, collaboration and ownership across Cabinet <b>COMPLETE</b><br/><b>City Solicitor</b><br/>Policy framework agreed at Full Council in May 2018.</p> <p><b>City Solicitor</b><br/><b>New Constitution under review; for Group Leaders/Committee Review September 2018.</b><br/><b>New report template issued for use at November Cabinet onwards (September update) COMPLETE</b></p> <p><b>City Solicitor</b><br/><b>New process for Cabinet designed, agreed by CMT on 23.07.18. New process underway, training underway, new Corporate Clearance occurring for each Cabinet meeting (September Update). COMPLETE FOR CABINET</b></p> <p><b>City Solicitor</b><br/><b>Underway; New Cabinet process will make late reports a real exception. (September update) COMPLETE</b></p> <p><b>City Solicitor</b><br/><b>Group Leader agreement to survey, and design of survey underway with a view to roll-out in September 2018. (August 2018 update). Survey being prepared (September Update)</b></p> |

<sup>1</sup> [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

| <b>1. Political Leadership</b>  |   |  |   |  |
|---|---|--|---|--|
| <i>Effective political and managerial leadership, working as a constructive partnership</i> |   |  |   |  |
|   | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i></b>  |
|   |   | <p>Complete service reviews of the Democratic Services and Cabinet / Leader support functions to ensure modern and effective ways of working <b>(September 2018)</b></p> <p>Cross-party and pan-committee agreement on the nature of business to be brought to Council.</p> <p>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.</p> | <p>External audit letter to highlight no material concerns re timeliness and probity of decision-making <b>(March 2019)</b>.</p> <p>Report to CBM mapping out proposed nature of business to Full Council <b>(September 2018)</b> in line with O&amp;S work programme, policy<br/>Reduced paper arrangements in Report to CBM mapping out the proposed nature of business to full council (September 18) in line with O&amp;S work programme, policy framework and council plan</p> <p>Reduced paper arrangements in place <b>(November 2018)</b></p> | <p><b>City Solicitor / Assistant Chief Executive</b><br/>Consultation has closed for the review of Leader / Cabinet Office with agreement from all parties. Implementation planned for September 2018. (August 2018 update)</p> <p>The draft 2017/18 Annual Audit findings letter did not highlight any issues of concern in respect of the timeliness and probity of decision making. (July Update)</p> <p><b>City Solicitor</b><br/>Tracker and monitoring of Full Council decisions and Cabinet decision now in use.<br/>City Council/CBM Forward Plan now in use; work to further populate with policy framework on-going. (July Update)<br/><b>City Solicitor</b><br/>Tracker and monitoring of full council decisions and cabinet decisions now in use. City Council/CBM forward plan now in use. Work to further populate the policy framework is ongoing (July Update). <b>COMPLETE</b></p> <p><b>City Solicitor</b><br/><b>EMT and CBM agreement for all meetings to be paperless from 01 November. (September Update) COMPLETE</b></p> |
| 1.4   | An effective and proactive Scrutiny function / work programme in line with national best practice | Implementation of O&S changes  | O&S review actions undertaken and / or report back to Full Council <b>(September 2018.)</b>   | <b>City Solicitor</b><br><b>The Leader reported to the Co-ordinating O&amp;S Committee on 27<sup>th</sup> July along with tracker of progress against recommendations. The recommendations are on track.</b>   |

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |  |  |  |   |
|---|--|--|--|---|
|   | <b>Improvement Aim</b>   | <b>Required Action</b>   | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>  |
|   | (informed by the expertise of Centre for Public Scrutiny) <sup>2</sup> | <p>Forward planning workshops for the new O&amp;S oversight committee (chairs committee) with formal engagement with all group Leaders.</p> <p>Utilisation of O&amp;S for policy development purposes.</p> <p>Each committee to engage peer councils in elements of work programme during 2018</p> | <p>Genuinely integrated O&amp;S work planning in light of the Council Plan and priorities <b>(September 2018)</b>.</p> <p>Robust programme of Scrutiny activity with flexibility for well-organised topical work <b>(September 2018 onwards)</b></p> <p>Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.</p> | <p><b>The next update is to CMT in November 2018. (September Update)</b><br/><b>COMPLETE</b></p> <p><b>City Solicitor</b><br/>The O&amp;S Committees have developed work programmes following meetings with Cabinet Members and following Council Plan adoption in July. Focusing on key priorities. (August Update).<br/><b>COMPLETE</b></p> <p><b>Session held with the co-ordinating committee in June 2018 (along with private chair briefing) to ensure alignment between Council Plan / Improvement plans and the activities of committee(s). Leader and Deputy to regularly engage committee to ensure alignment. Monthly sessions now underway with Leader / Deputy and Co-Ordinating Committee to ensure scrutiny and co-ordination arising from monthly BIIP-MHCLG-BCC meetings. (August / September 2018 updates)</b><br/><b>COMPLETE</b></p> <p><b>Final review of LGA peer mentoring arrangements underway with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&amp;S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (September Update).</b></p> |

<sup>2</sup> [Realising the Potential of Scrutiny \(CfPS\)](#)

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |   |  |   |  |
|---|---|--|---|--|
|   | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <b><i>Latest Update in Bold</i></b>  |
| 1.5   | Depth of understanding of governance rules and standards, including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA) <sup>3</sup> | <p>Extensive, ongoing new member development programme required including:</p> <ul style="list-style-type: none"> <li>• Induction</li> <li>• Information</li> <li>• Guidance</li> <li>• Peer support</li> </ul> <p>Elected Member mentoring programme and evaluation of its impact.</p> <p>Ongoing LGA, professional body and peer working required challenging and assuring the BCC governance arrangements for / throughout the 4-year term.</p> | <p>Member Induction and Development Programme on offer for all Members <b>(May 2018)</b>, including dedicated sessions on ‘governance’.</p> <p>Rolling-programme of induction and briefings <b>(June – September 2018)</b>.</p> <p>INLOGOV update report as a year 1 stock-take evaluation <b>(September 2018)</b> to identify that members have a good understanding of the governance rules and standards.</p> <p>Reduced standards committee referrals. <b>(March 2019)</b></p> <p>Structured LGA partnering programme in place for all key political post-holders</p> | <p><b><u>HR Director / LGA Principal Advisor (WM)</u></b></p> <p>A 3 day induction over May and June was provided to new and previous elected members as welcome/welcome back. This has been really well received with feedback provided. Elected Members had made reference to the checklists provided being a great aid memoire and that the planning and layouts of the events has been well thought through. Market places are in the calendar to occur before Full Council meetings to provide updates on a more informal basis throughout the year. A calendar of training and learning events is being planned and underway. (July Update).</p> <p>We have taken a new approach to Member Development and introduced a tri approach. Legal Services are the lead supported by ACE and HR Director so that policy, training and governance are linked. (July Update).</p> <p><b>A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update).</b></p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21<sup>st</sup> Century leadership (August 2018 update)</p> <p><b><u>City Solicitor</u></b><br/><b>New revised Code of Conduct and Procedure currently circulated for consultation. All Group Leaders advised that complaints must be allowed to be handled in Group (27.06.18). New Code to be included in new Constitution (September update)</b></p> <p>Negotiations on-going with LGA regarding peer mentoring</p> |

<sup>3</sup> [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

| <b>1. Political Leadership</b>  |   |  |   |  |
|---|---|--|---|--|
| <i>Effective political and managerial leadership, working as a constructive partnership</i> |   |  |   |  |
|   | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <b><i>Latest Update in Bold</i></b>  |
|   |   |  |   | arrangements.  |
| 1.6   | Appointments to outside bodies<br><br>(working with the LGA principal advisor to assess effective national exemplars) | 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 <b>(June 2018)</b><br><br>Wider representational roles amended <b>(September 2018)</b><br><br>Third-party training in place <b>(September 2018)</b><br><br><br><br>External audit letter to highlight no material concerns re probity of third party decision-making <b>(March 2019)</b> . | <b><u>City Solicitor / Deputy Leader</u></b><br><b>Group Company Governance Cabinet Committee now meeting monthly /6 weekly and annual work plan currently being refreshed to include reporting to next Committee in November 2018. ( September Update)</b><br><br>Two ‘third-party’ workshops have recently taken place - identifying more to take this issue further. (July Update)<br><br><br><b>No issues highlighted re probity of third party decision-making, however other issues have been raised. Audit letter on the agenda for the September meeting. (September Update)</b> |

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |  |   |   |  |
|---|--|---|---|--|
|   | <b>Improvement Aim</b>   | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br><b>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i></b>  |
| 1.7   | Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21 <sup>st</sup> Century Public Servant <sup>4</sup> and 21 <sup>st</sup> Century Public Councillor <sup>5</sup> research) | <p>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.</p> <p>An independent review on governance of waste services is underway.</p> <p>Member and officer development programme on the range of roles of a councillor:</p> <ul style="list-style-type: none"> <li>• What the Council is and does</li> <li>• What being on outside bodies means</li> <li>• Other appointments</li> <li>• Community roles</li> <li>• Partnership roles</li> <li>• Strategic governance and scrutiny roles</li> </ul> <p>Regular meetings of Leader and Deputy Leader and Chief Executive</p> | <p>All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. <b>(May 2018)</b></p> <p>Waste review findings implemented</p> <p>INLOGOV update report as a year 1 stock-take evaluation <b>(September 2018)</b> to identify improvements in role definition.</p> <p>Refreshed staff survey and improved results <b>(September 2018)</b></p> | <p><b>Chief Executive and Leader</b><br/>Initial induction processes complete with particular emphasis on standards, governance and roles / responsibilities. Follow-up sessions on 21<sup>st</sup> Century Public Servant and role of ward-members to follow. (July Update) <b>COMPLETE</b></p> <p><b>Chief Executive and Leader</b><br/><b>Third-party independent waste review nearing completion. Discussions ongoing between Leader / Chief Executive and BIIP regarding next steps with the Waste review findings. (September Update)</b></p> <p><b>Assistant Chief Executive</b><br/><b>A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update).</b></p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21<sup>st</sup> Century leadership (August 2018 update)</p> <p><b>HR Director</b><br/><b>Staff Survey went live 2 months earlier than planned on 3 July 2018 and closed on the 20 July, with paper returns received up to 27 July. 26% of the workforce responded (significant increase from 12.5% in 2016). Early results shared w/c 6 August with CMT and all staff. An ELT session is scheduled for 15 August and staff workshops ran during Aug/Sept to explore further and to develop "involved" solutions. Headline report was attached at the August Update. Action plan being developed which involves each Directorate and managers holding team meetings to discuss the Staff Survey and a corporate communication to this effect was issued in September</b></p> |

<sup>4</sup> [21st Century Public Servant](#)

<sup>5</sup> [21st Century Councillor](#)



| <b>1. Political Leadership</b>  |                        |  |   |   |
|---|------------------------|--|---|---|
| <i>Effective political and managerial leadership, working as a constructive partnership</i> |                        |  |   |   |
|   | <b>Improvement Aim</b> | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i></b>   |
|   |                        | <p>Structured programme of joint EMT &amp; CMT workshops to generate the four year council plan, performance framework and budget.</p> <p>Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions</p> <p>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.</p> <p>Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21<sup>st</sup> Century Councillors and Officers – including a session purely on this as part of the</p> | <p>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)</p> <p>We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements.</p> <p>On-going member development programme for Elected Members, co-ordinated by the Member Steering Group. <b>(July 2018 onwards)</b>. Evaluation findings from the programme to demonstrate whether new approaches have added value / had an impact. <b>(September 2018)</b></p> <p>On-going development programme for officers, co-ordinated by OD team on behalf of Council Management Team. <b>(July 2018 onwards)</b></p> | <p><b>2018. (September Update)</b></p> <p>May / June workshops in advance of June Cabinet complete, culminating in agreement of a Council Plan and associated measures.<br/><b>COMPLETE</b></p> <p>Budget workshops held on 16 and 17 July (including BIIP representation). (July Update)</p> <p>New Forward Planning arrangements in place for CMT and EMT, with weekly review through a new integrated officer group. (July Update).<br/><b>COMPLETE</b></p> <p>Review of partnership activity undertaken March – June with specific implications for H&amp;WB, CSP and Safeguarding Boards. Proposed City Board in train for September 2018. (July Update)</p> <p>Deputy Leader member development / review process on-going. Member development update provided above. (July Update)</p> <p><b>JNC Restructure proposals launched July 2018; this will see recruitments and selection activity over the next few months. It is planned to undertake individual and team</b></p> |

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |  |   |   |  |
|---|--|---|---|--|
|   | <b>Improvement Aim</b>   | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) <b><i>Latest Update in Bold</i></b>  |
|   |  | Member Development Programme  |   | <b>assessments once this is in place, to understand and utilise our collective strengths. (September 2018).</b>  |
| 1.8   | True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU; <sup>6</sup> Councillors Commission) <sup>7</sup> | 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 | Clear equality plan for the Council in place, and actions underway ( <b>October 2018</b> )<br><br>A more representative Cabinet and | <b>Chief Executive and Leader</b><br><b>ELT workshop undertaken and self-assessment complete against Local Government Equalities Framework. Equality objectives and action plan to follow in October with due consideration by EMT. (September update)</b> |

<sup>6</sup> [Does local government work for women? \(Fawcett Society and LGiU\)](#)

<sup>7</sup> [Representing the future \(Councillors Commission\)](#)

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |   |   |   |   |
|---|---|---|---|---|
|   | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br><b>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i></b>   |
|   |   | <p>mobility / cohesion.</p> <p>Implementation of Women's Leadership actions.</p> <p>Constructive response to the WMCA Leadership Commission findings.</p>   | <p>engaged body of councillors in consideration of wider diversity and equality around different political groups. <b>(June 2018)</b></p> <p>Implementation of Women's Leadership actions. <b>(September 2018)</b><br/>Evaluation against criteria for success agreed at the start.</p> <p>Constructive response to the WMCA Leadership Commission findings. <b>(July 2018)</b></p>                                     | <p>Cabinet is now more representative from a gender and BAME perspective. (July Update).</p> <p><b><u>Assistant Chief Executive and Deputy Leader</u></b></p> <p>Awaiting publication of the Leadership Commission findings following which shared activity with WMCA will commence. Group Leaders agreed future consideration of Fawcett findings at Full Council. Special EMT session and Full Council debate planned around women's leadership actions (August 2018 update)</p>  |
| 1.9   | <p>The Council should prioritise local leadership and neighbourhood empowerment.</p> <p>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)<sup>8</sup></p> | <p>The Council should develop a compelling policy response to the O&amp;S review into local leadership.</p> <p><b>A minimum offer for support around Ward forums and Ward Plan has been put in place. Consideration is being given through the budget process as to the relative priority of investment in this area.</b></p> | <p>'Green Paper' Working Together in Neighbourhoods (July 2018)<br/><b>'Localisation' policy paper adopted by Cabinet in March 2018</b></p> <p>White Paper' Working Together in Neighbourhoods <b>(October 2018)</b> and implementation plan (ongoing).</p> <p>Green paper covers the development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals (2019-2020)</p> | <p><b><u>ACE and Place</u></b><br/><b>Green Paper endorsed by Cabinet in March 2018 and 'summer of engagement' underway to derive feedback and inform development of a new localism model. Process being actively led by the new Cabinet member with proactive officer and project management support. Engagement sessions happening throughout city in September with Cabinet report planned for November (Sept Update).</b><br/><b>A new process to support members to facilitate up to 6 meetings per ward per year and to support Ward Plans has been instigated. (September Update)</b><br/><b>Scheduled to go to Cabinet in November, being drafted currently. (September Update)</b></p> <p>Operational and strategic working groups in place with RB Sutton Town Council. <b>Cross-party members' group held first meeting in September (including non-execs from NALC, RSBTC, Frankley TC and will be widened to community bodies in future) (September Update).</b></p> |

<sup>8</sup> [New Conversations - LGA guide to engagement](#)

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |  |   |  |  |
|---|--|---|--|--|
|   | <b>Improvement Aim</b>   | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status</b><br><b>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i></b>  |
|   |  | <p>Implementation of a new case management system</p> <p>Member and officer development programme on the range of roles of a councillor</p>   | <p>Implementation of a new case management system <b>(September 2018)</b></p> <p>On-going development programme for Cabinet Members over the next four years. <b>(July 2018 onwards)</b></p>   | <p>The new case management system has gone live on a pilot basis 14 members across two parties now using the case management system. Learning from the pilot will be used to inform the wider roll out in the Autumn. (August Update)</p> <p><b>See 1.7</b></p>  |
| 1.10  | A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making. | <p>Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress.</p> <p>Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham.</p> <p>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.</p> <p>Data from resident surveys are used in</p> | <p>Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. <b>(June 2018)</b></p> <p>The Council will make improvements in key priority areas. (Monitored monthly)</p> <p>Early and comprehensive engagement process for the MTFP and 2019-2020 budget <b>(October 2018)</b></p> | <p><b><u>Chief Executive and Leader</u></b><br/>Council Plan agreed by Cabinet in June 2018 and improvement planning arrangements published in June 2018. (July Update). <b>Complete.</b></p> <p><b><u>Deputy Leader and CMT</u></b><br/><b>Improvement plans integrated into monthly performance and finance monitoring cycles. Performance briefing undertaken with BIIP with a further workshop planned with BIIP following first 'cut' of Council Plan performance framework to September Cabinet. (September Update).</b></p> <p>Budget workshops help with the Extended Leadership Team and monthly meetings in place with all Directors and Cabinet Members to track delivery of spending plans in-year within agreed financial envelope. (July Update)</p> <p>Successful two-day intensive priority based budget planning at EMT away days on 16 and 17 July. Considerable outputs being evaluated for 2 further sessions in September. (July Update). <b>EMT budget away day took place on 17 September. Further planned for the beginning of October. (September Update)</b></p> |

| <b>1. Political Leadership</b><br><i>Effective political and managerial leadership, working as a constructive partnership</i> |                 |  |                  |   |
|---|-----------------|--|------------------|---|
|   | Improvement Aim | Required Action  | Outputs/Outcomes | Lead / RAG status<br>(Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>   |
|   |                 | our early priority planning in the summer so that residents' priorities are reflected. |                  | Data from the residents' survey, plus detailed demographic analysis informed the planning stages for the council plan in June. (July Update). And as background to the City partners meeting <b>(September update) COMPLETE</b> |

| <b>2 A Modern and Progressive Organisational Culture</b>   |   |  |   |   |
|--|---|--|---|---|
| <i>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.</i> |   |  |   |   |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track)   |
|  |   |  | 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  | 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  | <b>Chief Executive and Leader</b><br>Publication of stocktake report and corporate governance improvement plan (alongside 2017-18 out-turn and monthly finance reports) sets a new tone of openness and transparency around areas for improvement and the culture / political changes required. (July Update).<br><b>Temperature checks have revealed that the perception is that the council is more open and transparent. (September update)</b>  |
| 2.2  | Taking personal responsibility and owning any problems, challenges and poor performance<br><br>Embedding a Learning Organisation approach – i.e. proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency<br><br>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 | <b>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</b><br><br>Accountability frameworks in place<br>Learning and feedback?<br>Constructively challenging each other and listening to challenge from elsewhere<br>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.<br><br>The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018]<br><br>The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute | <b>HR Director</b><br>Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development.<br><br>The current People Strategy 2017-2020 has been updated to enable the delivery of the newly approved Council Plan.<br><br>Work continues in preparation for the launch of the renamed Workforce Strategy 2018-2022 and associated Workforce Plans which will be on schedule to be completed by mid-September<br><br><b>An engagement session was held with the Extended Leadership Team on 12<sup>th</sup> September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24<sup>th</sup> September 2018. (September Update)</b> |
| 2.3  | Role modelling of BCC values, new culture and new ways of working   | The values and behaviours are key components that will be included in the new Workforce Strategy.<br><br>The new CEO will drive forward changes  | All BCC staff are confident in their understanding of the Council's values and behaviours.<br><br>Lead officers are good role models of   | <b>HR Director</b><br>Council Management Team, Elected Members Team and Extended Leadership Team are championing the role of culture change. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the   |

| <b>2 A Modern and Progressive Organisational Culture</b>   |   |   |  |  |
|--|---|---|--|--|
| <i>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.</i> |   |   |  |  |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
|  |   |   | 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)  |  |
|  |   | to culture and new ways of working, which will underpin the new Workforce Strategy.   | the Council's values and behaviours, and the new culture and ways of working.<br><br>Clear expectations of leadership, culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy.<br><br>[Culture dashboard – September 2018] | OD team does and this is refreshing. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. (August Update).<br><b>Discussions have taken place with the Chair of Resources Overview and Scrutiny regarding Culture Change and a joint presentation is planned for 20<sup>th</sup> September at O&amp;S for the Corporate Director Finance &amp; Governance, HR Director and Assistant Director ICT&amp;D regarding transforming BCC (September 2018 update)</b><br><b><u>Chief Executive and Leader</u></b> |
| 2.4  | Tackling avoiding making difficult decisions and having challenging conversations                                   | 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]  | In train. Evidence in the EMT priority based budget workshops and baseline provided through staff survey findings. Cabinet decisions regarding re-ablement and in-year budget management evidence willingness to take difficult decisions (August 2018).<br><br><b>Further difficult decisions will be taken as part of the ongoing budget process. (September Update)</b>   |
| 2.5  | Collegial working – a one-council approach is needed.   | CEO and CMT to develop a joint, overarching approach.<br><br>Effective communication and engagement plan                            | Directorates will no longer work in silos and activity across directorates will complement rather than duplicate.<br><b>[Culture dashboard – September 2018]</b>   | <b><u>CMT</u></b><br>In train. Evidence in the EMT priority based budget workshops. (July Update)<br><br><b>Open and Transparent talking, team work, ownership and accountability are a constant theme through CMT discussions.</b><br><b>An example of collegial working is the recent discussions by a Council cross working group from a number of different Directorates all working together on some key challenges facing BCC. (September Update 2018)</b>   |
| 2.6  | Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working. | Effective use of data in planning 4 year Council Plan.  | Regular insight, intelligence and policy 'products' that provide purposeful <i>analysis</i> to inform CMT and EMT decision-making to enable and support continuous improvement.<br><b>(July 2018 onwards)</b>  | <b><u>Assistant Chief Executive and Chief Operating Officer</u></b><br>Data and insight on the state of the city and residents' views were used to develop the council plan priorities. A similar product is being used for the city partnership board in September. Functional changes proposed in CEO restructure to strengthen this functionality. (August Update). ). Some changes made to performance reporting with further improvements to be   |

| <b>2 A Modern and Progressive Organisational Culture</b>   |                           |  |  |  |
|--|---------------------------|--|--|--|
| <i>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.</i> |                           |  |  |  |
|  | <b>Improvement Aim</b>    | <b>Required Action</b>   | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
|  |                           |  | 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)  |  |
|  |                           |  |  | implemented <b>COMPLETE</b>  |
| 2.7  | Optimistic staff attitude | <p>Development and training</p> <p>Continue to promote a positive culture</p> <p>Regular dedicated sessions at CMT, ELT and engagement with the whole workforce.</p> <p>The new CEO provides weekly bulletin to all staff and members.</p> | <p>Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement. [Culture dashboard – <b>September 2018</b>]</p> <p>CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in year 1 2018-19.</p> <p>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</p> | <p><b>Chief Executive and CMT</b></p> <p>Workforce strategy / culture dashboard in train. (July Update). <b>Workforce strategy complete. Going to CMT on 24 September. (September Update).</b></p> |



| <b>3 Managerial leadership</b><br><i>Effective political leadership and managerial leadership, working as a constructive partnership.</i><br><b>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.</b> |   |  |   |   |
|---|---|--|---|---|
|   | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>  |
| 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                             | Senior officer development programme including: <ul style="list-style-type: none"> <li>• Induction</li> <li>• Information</li> <li>• Guidance</li> <li>• Peer support</li> </ul> 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 <b>(by October 2018)</b> .<br><br>External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)   | <b>Chief Executive and CMT</b><br><br>In train<br><br>The draft 2017/18 Annual Audit findings letter has not highlighted any issues of concern in respect of any paucity of officer advice on good governance.  |
| 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) <sup>9</sup> | Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items.<br><br>ELT to be made more strategic with structured approach to strategic workshop topics and transparency / inclusivity about strategic direction.<br><br>Improved policy and communication products at CMT & ELT.<br><br>Improved use of technology to break down staff barriers – Yammer, social media and blogging / CEO updates. | CMT and ELT actions underway by July 2018<br><br>Directorates will no longer work in silos and activity across directorates will compliment rather than duplicate. (on-going)<br><br>Improved staff survey response rate (September 2018) and steady increase in staff morale and engagement measures (Yr2,3&4) | <b>Chief Executive and CMT</b><br><br>CMT structure and ways of working reviewed in April 2018. Standing forward plan, standing agenda items and new ways of working (through SharePoint) up and running. Attendance and rigour of review/ decision making improved, but maturity and more grip required. (July Update).<br><b>Improved policy products now regular slots at CMT, including the consultation tracker; the policy bulletin; regular strategic policy briefings</b><br><b>Yammer, social media, CEO updates all now BAU.</b><br><b>COMPLETE</b> |
| 3.3   | Comprehensive and transparent advice to Elected Members to support effective decision-making  | 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.)<br><br>Implementation of a revised budget and performance board, with monthly updates provided with transparency around any changes / decisions required.  | Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. <b>(July 2018)</b><br><br>Improved transparency of Budget and Performance Board updates and decisions. <b>(July 2018)</b>   | <b>Chief Executive and CMT</b><br>CMT, EMT and groups / scrutiny forward plan in place and reviewed weekly. Monthly performance / budget board(s) in place for CMT and relevant Cabinet members. (July Update).<br><br>August performance / finance CMT and EMT and Budget Board processes in-train and shared with BIIP. Performance workshop planned with BIIP in September. (August Update)<br><br>O&S cycles of meetings complete with pro-active Cabinet and CMT member involvement in all sessions.   |

<sup>9</sup> [LGA - Top 10 tips for better internal communications](#)

| <b>3 Managerial leadership</b>   |   |   |   |  |
|--|---|---|---|--|
| <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i>  |   |   |   |  |
| <b>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.</b> |   |   |   |  |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
|  |   | <p>More proactive senior officer involvement in O&amp;S processes –including engagement in development of O&amp;S work programme, and then senior officer support to O&amp;S chairs to challenge policy development and advice / scrutiny of policy implementation.</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p> <p>Improved evidence and insight underpinning officer advice and options / implications presented to elected members.</p> | <p>Actions arising from O&amp;S review to be implemented. (September 2018)</p> <p>LEAN review of Council and Cabinet decision-making cycle and implement changes <b>(September 2018).</b></p> <p>Review of insight and intelligence functions and products to CMT and EMT <b>(September 2018)</b></p> | <p>Lean review and insight functional review in-train</p> <p>Restructure proposal out to consultation with proposed integration of policy, Public Health analytical capacity and performance / insight functions. New Head of Research and Programmes appointed in June 2018. (August Update).</p>   |
| 3.4  | Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP <sup>10</sup> and building on good practice from Barnet Council <sup>11</sup> and Nottinghamshire County Council <sup>12</sup> ) | <p>Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council.</p> <p>There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so.</p> <p>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.</p>  | <p>All staff will receive a full induction to the council within 2 months of starting. (As of <b>September 2018</b>)</p> <p>Staff report (as part of survey) increased visibility of senior management</p>  | <p><b>Chief Executive and HR Director</b><br/>The Chief Executive and HR Director have met to discuss Employee Induction, with the new Chief Executive sharing ideas that she has observed have worked well in other authorities and combining this with the experience of the HR Director – a new approach will be introduced which will be much more personal and provide a combination of learning, i.e. mixture of face to face; e-modules and networking opportunities to lean. (July Update)</p> <p><b>Learning from other Local Authorities through on-site visits has begun and will be continual to compare and inform BCC's approach. Induction was discussed at ELT on 12<sup>th</sup> September during the Workforce Strategy session and the feedback will be collated into the Workforce Plan. (September Update 2018)</b></p> |
| 3.5  | A modern and fit-for-purpose workforce  | <p>A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: -</p> <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Retention and talent management</li> <li>- Assessment of skills and competency gaps</li> <li>- Appraisal and staff performance management processes</li> </ul>   | <p>Completion of workforce plan <b>(September 2018)</b></p>   | <p><b>HR Director</b><br/>Work has begun on the production of the renamed Workforce Strategy 2018-2020 and associated plans. (August Update).<br/><b>An engagement session was held with the Extended Leadership Team on 12<sup>th</sup> September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24<sup>th</sup> (September 2018).</b></p>   |

<sup>10</sup> [Induction Factsheet - CIDP](#)

<sup>11</sup> [Barnet Council - Employee Handbook and Induction Checklist](#)

<sup>12</sup> [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 | Required Action   | Outputs/Outcomes   | Lead / RAG status<br>(Green – complete / evaluated; Amber – on track; Red – off track)  |
|--|-----------------|---|--|---|
|  |                 | <ul style="list-style-type: none"> <li>- Apprenticeships and graduate development</li> <li>- Industrial relations processes and engagement</li> </ul> <p>Staff survey as baseline for council improvement. The key indicators from the survey to be used and the trend analysis and the most recent baselines TBA</p> | <p>Monthly monitoring of a new basket of internal 'organisational health' workforce measures <b>(October 2018 onwards)</b></p> <p>Staff survey <b>(September 2018)</b> Most important measures</p> <p>Improved employee engagement and confidence.</p> <p>Improved sickness absence.</p> <p>Changed workforce demography. To better reflect the demography of the city</p> <p>Improved motivation and morale in employees.</p> <p>Leaders and employees are advocates for BCC.</p> | <p>Organisational Health measures will be developed once the Workforce Strategy is agreed.</p> <p>Staff survey has been completed with a 26% return providing a baseline position. (Headlines attached).</p> <p><b>The free text boxes utilised during the survey included the opportunity to comment on values and behaviours and providing a message to the new Chief Executive. 2,500 messages were submitted. <u>(September Update)</u></b></p> |

| <b>4 Strategic planning, financial and performance management</b>  |   |   |   |  |
|--|---|---|---|--|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |   |   |   |  |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track)  |
| 4.1  | <b>An agreed City Vision and clear lines of accountability for areas of partnership activity.</b> | <p>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.</p> <p>Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework.</p> <p>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.</p> | <p>Officer engagement with partners <b>March-June 2018</b></p> <p>Political review, engagement and launch of proposed new partnership model June – <b>July 2018.</b></p> <p>Implementation of changes following summer of engagement (<b>September 2018</b>)</p> <p>Formal adoption of a new partnership outcome and accountability framework (<b>April 2019</b>)</p> <p>Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – <b>January / February 2019.</b></p> | <p><b><u>Chief Executive and CMT</u></b></p> <p><b>First meeting of the City Partners Board took place on 19 September with representation from all sectors, using a distributed leadership model. The meeting will be facilitated by the Rt Hon. Jacqui Smith. Strong young people representation at the board who contributed. Positive energy and commitment was created and clear actions agreed. The next Board will be in December. (September Update)</b></p> |
| 4.2  | <b>A revised Vision and Priorities for the Council</b>  | <p>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.</p> <p>Following elections, Cabinet portfolios are changing to correspond with the new priorities.</p> <p>New Vision and Council Plan to be agreed by Cabinet.</p>   | <p>Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. (<b>June 2018</b>)</p> <p>Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles (<b>July 2018 onwards</b>).</p>   | <p><b><u>Chief Executive and Leader</u></b></p> <p>Council Plan in place and new Cabinet portfolios confirmed. (July Update). <b>COMPLETE</b></p> <p>Chief Officer restructure proposals progressed through JNC and due to be consulted with staff in July 2018. (July Update). Restructure proposals out to consultation (August Update). Restructure proposal still out to consultation <b>closed on September 19.</b></p>   |
| 4.3  | Effective strategic performance management  | <p>Strategic review of performance framework required, in concert with production of Council Plan 2018-2022.</p> <p>This refreshed performance management framework will integrate priority outcomes</p>  | <p>Revised strategic framework in place by <b>July 2018.</b></p> <p>Monthly finance and performance reporting to CMT, EMT, and Cabinet</p>  | <p><b><u>CMT</u></b></p> <p>Monthly performance and finance sessions underway – having begun in June 2018 – and reports shared with MHCLG and BIIP. (July Update)</p> <p>Finance monthly reporting now refined and cycle in place for future reporting</p>   |

| <b>4 Strategic planning, financial and performance management</b>  |  |   |   |   |
|--|--|---|---|---|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |  |   |   |   |
|  | <b>Improvement Aim</b>   | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>  |
|  |  | <p>and measures; service outcomes and measures; and 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.</p> <p>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.</p> <p>Improvement block included in Council Plan.</p> <p>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.)</p> | <p>commencing <b>July 2018</b>.</p> <p>Integration of revised approach into business as usual and improvement plans <b>(September 2018)</b></p> <p>Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019)</p> <p>Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)</p> | <p>to <u>CMT, EMT and Budget Board</u>.</p> <p>Performance report being refined for July following agreement of measures in the Council Plan with first formal challenge in August 2018. Meeting on 13 August (August Update).</p> <p>Other actions in train (July Update).</p> <p><b>Joint BIIP/BCC performance workshop planned in October (September Update)</b></p>   |
| 4.4  | Effective 'people performance' appraisal framework <sup>13</sup> | <p>Strategic review of current appraisal system assessing 'best in class' public and private examples.</p> <p>Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.</p>   | <p>Strategic review of current appraisal system assessing 'best in class' public and private examples. <b>(October 2018)</b></p> <p>Revised performance appraisal system in place, embedded and delivering improved performance. <b>(April 2019, 2020 and 2021 trajectory)</b></p>  | <p><b>HR Director and CMT:</b><br/>CMT and HR Director have been discussing suitable performance measures at recent meetings.</p> <p>The new Chief Executive is keen that we benchmark with others outside of the West Midlands and this is something that we are keen to explore.</p> <p>A new performance appraisal is due to be developed this year, following the feedback that has been received both on PDR and current appraisal process. (July Update).</p> <p><b>My Appraisal was discussed at the ELT session held on 12<sup>th</sup> September, and feedback is also being obtained from Trade Unions. Site visits to other authorities and the private sector is in progress with a number of visits already completed to share and learn from others. (September 2018)</b></p> |

<sup>13</sup> [Performance appraisal factsheet \(CIPD\)](#)

| <b>4 Strategic planning, financial and performance management</b>  |   |   |  |   |
|--|---|---|--|---|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |   |   |  |   |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>  |
| 4.5  | Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies) <sup>14</sup> | <p>Priority based budget approach to be deployed in early summer as part of the council planning process.</p> <p>Integrated preparation underway for Council plan, MTFS and budget cycle.</p> <p>Robust MTFS and priority-led covering 2019-22.</p> <p>Monthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management position.</p> <p>Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.</p> <p>A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p> | <p>First cut of MTFS and budget in <b>August 2018</b></p> <p>Final draft MTFS and budget / Early budget consultation <b>October 2018 – Feb 2019</b></p> <p>Improved rigour of reporting <b>September 2018</b> onwards</p> <p>Improved trajectory of use of reserves in 2018-19 out-turn report</p> <p>No material concerns in external audit report <b>April 2019</b>.</p> | <p><b><u>Chief Finance Officer and CMT</u></b></p> <p><b>The Council has considered updates to its forecast 2019/20 – 2022/23 budget position at EMT meetings in July and September.</b></p> <p><b>Budget workshop with EMT held on 17 September with further ones planned for 1 October and 15 October.</b></p> <p><b>Planning to take the Budget Consultation to Cabinet in November to start the budget consultation process. Continuing to develop and refine budget consultation proposals in September and early October, with a view to get final sign off from EMT and Labour Group in October.</b></p> <p><b>Reporting is undergoing continual development to ensure that it is timely, accurate and transparent. Quarterly reports will go to Cabinet; other monthly reports to EMT and on to opposition leaders and scrutiny. (July Update)</b></p> <p><b>Expectations on the use of reserves are clear – not permissible to mitigate base budget or non-delivery of savings. Any strategic use (e.g. PFS or Invest-to-save), if approved, would be documented and pre-agreed. (July Update)</b></p> <p><b>The S24 Statutory Recommendations in the Audit Findings Report for 2017/18 were considered at the City Council meeting on 11 September. Actions will be monitored by the Audit Committee.</b></p> <p><b><u>September Update</u></b></p> |
| 4.6  | Effective Capital Strategy (outlined by CIPFA) <sup>15</sup>  | <p>A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p> <p>A 'total view' of Council investment and Treasury management risk associated with legacy and new capital investments</p>   | Fully integrated Capital Strategy ( <b>April 2019</b> )  | <p><b><u>Chief Finance Officer and Economy Director.</u></b></p> <p><b>Capital Board is established and is meeting monthly with clear ToRs. Capital and treasury management monitoring is now reported monthly together with revenue monitoring. The formal Capital Strategy will be an output of the financial planning process in the Council Business Plan 2019+. (September Update)</b></p>   |

<sup>14</sup> [Looking forward - Medium-term financial strategies in the UK public sector \(CIPFA\)](#)

<sup>15</sup> [Capital Strategies and Programming - Summary \(CIPFA\)](#)

| <b>4 Strategic planning, financial and performance management</b>  |   |   |  |  |
|--|---|---|--|--|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |   |   |  |  |
|  | <b>Improvement Aim</b>  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
| 4.7  | Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA) <sup>16</sup> | Co-ordinated revision of corporate and directorate risk registers and associated processes<br><br>Reestablishment of Corporate Governance Group to oversee high risk workforce issues | Revised structure and content of corporate risk register (October 2018)<br><br>Revised structure and content of Directorate risk structures ( <b>April 2019</b> )  | <b>Chief Finance Officer and CMT</b><br>This work is at the early stages of definition focussed around understanding best practice from similar authorities. A future serve will need to incorporate a mature approach to assurance and risk which embeds the culture of risk and sees the process as 'dynamic' (July Update)<br><br><b>Our approach to risk management has been benchmarked against the CIPFA Good Governance Framework, and an action plan has been developed. This includes improving documentation and e-learning material. Liaison with Directorate Management Teams is in progress, to ensure improved ownership and the developments of appropriate actions.</b><br><b>September Update</b> |
| 4.8  | A fit-for-purpose and modern Industrial Relations Framework   | a) Logistics and support<br>b) Governance and meetings frameworks<br><br>c) Style and culture<br><br>d) Corporate management with members   | Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018)<br><br>An industrial relations framework that enables the delivery of the Council Plan and MTFS (September 2018)  | <b>Chief Executive and Leader</b><br><br>In train – to discuss with BIIP and MHCLG (July Update). On the agenda for the BIIP September meeting.  |
| 4.9  | Effective Legal and Governance Services   | Revised model for provision of Legal Services ready for consultation.   | Model ready for consultation with a view to implement. ( <b>September 2018</b> )<br><br>Setting new standards and effective delivery of governance function, for example, reduced external costs, improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) [ <b>April 2019</b> ] | <b>City Solicitor</b><br>CMT and EMT have been consulted and new model in operation from 01 August (August Update). <b>COMPLETE</b>  |
| 4.10   | Effective Financial Services  | Setting of new style and standards for financial management by finance officers<br><br>Setting of new standards for financial   | Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the  | <b>Chief Finance Officer</b><br>The Finance redesign is largely complete in terms of structure. 4 senior staff will leave the Council as they could not demonstrate the skills and standards needed. (July Update)   |

<sup>16</sup> [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

| <b>4 Strategic planning, financial and performance management</b>  |  |   |  |  |
|--|--|---|--|--|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |  |   |  |  |
|  | <b>Improvement Aim</b>   | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
|  |  | <p>management by service senior managers and training in them</p> <p>Putting in place of more reliable and more transparent financial reporting mechanisms</p> <p>Implementation to be undertaken</p> | <p>corporate whole. [July 2018]</p> <p>Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019]</p> <p>Evident levels of transparency and plain English clarity in financial reporting</p> <p>Clear financial implications in all relevant report</p> | <p>A new operating model has been agreed by CMT and is being embedded. An experienced interim AD has been engaged to deliver this pending the appointment of a permanent member of staff. (July Update)</p> <p>Reporting cycles and content have been reviewed and improvements made but this process will continue (July Update).</p> <p><b>Recruitment of interim posts nearly completed. An Interim Assistant Director of Service Finance has been appointed.</b><br/><b><u>September Update</u></b></p>  |
| 4.11   | <p>Effective Human Resources</p> <p>Realistic and robust operating model (for example, adopting learning from various models presented by CIPD)<sup>17</sup></p> | <p>Workforce Strategy needed and overhaul of how the Council does JNC recruitment</p> <p>Embedding and review of efficacy of new model</p>  | <p>New model fully effective from September 2018.</p> <p>Continuous systems and process reviews [April 2019 onwards]</p>   | <p><b><u>Director of HR/OD</u></b><br/>The new operating model for Human Resources became live on 1<sup>st</sup> March 2018, with spans and de-layering and a new organisational structure. The teams are now c70 head count less than last year.</p> <p>A whole service redesign commencing on 1<sup>st</sup> May 2018 to review all current processes and practices. It is a whole HR Redesign end to end following system thinking principles. This includes strengthening the customer experience. This includes examining purpose; adding value; understanding capability and capacity and barriers to change, reduces waste and introduces longer term change than the usual business process re-engineering method..</p> <p>Show and Tell sessions have taken place with the HR Leadership Team and managers with more planned regularly and throughout the summer. (July Update).</p> <p>Director of HR now reports directly to the CX. (August Update)</p> <p><b>There will be on-going continual improvement and skills transfer into the HR &amp; OD teams so that they can be self-sufficient in the change methodology used, which is 'BRUM' change methodology (which has been developed in collaboration with external partners and in-house expertise, and is currently being trialled in HR and also in Homelessness). (September 2018)</b></p> |

<sup>17</sup> [Changing HR Operating Models \(CIPD\)](#)



| <b>4 Strategic planning, financial and performance management</b>  |   |   |   |  |
|--|---|---|---|--|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |   |   |   |  |
|  | <b>Improvement Aim</b>                  | <b>Required Action</b>  | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
| 4.12   | Effective ICT Service                   | <p>Council framework for prioritisation of ICT needs to be agreed by CMT with input from elected members</p> <p>Elected Members and CMT to confirm whether transition plan will continue in current format (as part of 2019-20 budget process)</p> <p>Deliver 2018-19 savings</p>   | <p>Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018)</p> <p>First Phase Transition from Capita to the Council for April 2019</p> <p>2019-20 savings target to be confirmed</p> | <p><b><u>Chief Operating Officer, Assistant Director ICT</u></b><br/>New service “Information, Technology and Digital Services formed” and new ICT management arrangements are in place</p> <p>Joint Venture with Capita has been dissolved</p> <p>New ICT Governance framework implemented<br/>Overall roadmap agreed for the implementation of the ICT strategy (now in second cycle of review and alignment to business priorities)</p> <p>New Contract governance with Capita Implemented</p> <p>Business Case for the Transition of services from Capita agreed at March 27<sup>th</sup> 2018 Cabinet</p> <p>Transition programme now established and resourced</p> <p><b><u>September Update:</u></b><br/><b>2018-19 Transition plan currently on track</b><br/><b>Focus for 2019-20 remains on achieving savings and current plan being reviewed and re-focused. Other focus areas to achieving an effective use of information and technology across the council are being re-prioritised as deemed lower priority</b></p> |
| 4.13   | Effective Procurement and commissioning | <p>Service review to be undertaken in-year as part of budget and functional planning 2018-22.</p> <p>Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement.</p> <p>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.</p> | <p>Improved savings accrued from contracting and strategic commissioning processes.</p> <p>Improved Council performance in relation to ‘social value’ and local spend.</p>  | <p><b><u>Chief Operating Officer, Director of Commissioning and Procurement</u></b></p> <p><b>A review of the BBC4SR is in progress and is to be shared with CMT and EMT in October with a revised Charter going to Cabinet in November.</b></p> <p><b>A quarterly report of savings and income from contracts goes to CCMB</b></p> <p><b>A review of the Top 50 contracts by value is underway to assess new or enhanced opportunities. Opportunities identified so far will likely deliver against existing budget pressures.</b></p> <p><b>Active participation in consolidation reviews for cashable savings, income and efficiency improvements.</b></p> <p><b>Development of Commissioning and Procurement Plans continues with a target date to CCMB and CMT in October. (September Update)</b></p>   |

| <b>4 Strategic planning, financial and performance management</b>  |                        |                        |                         |   |
|--|------------------------|------------------------|-------------------------|---|
| <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i> |                        |                        |                         |   |
|  | <b>Improvement Aim</b> | <b>Required Action</b> | <b>Outputs/Outcomes</b> | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track) |
|  |                        |                        |                         |   |

| <b>5 Key Corporate Policies to enable effective corporate governance</b> |                          |  |   |   |
|--|--------------------------|--|---|---|
|  | <b>Improvement Aim</b>   | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track)   |
| 5.1  | Community Cohesion       | <p>Continuing work on network</p> <p>Convening of Youth Seminar on cohesion</p> <p>Finalise strategy, engage group representatives and consult on draft strategy</p> <p>Ongoing engagement with MHCLG and WMCA</p> | <p>Draft strategy for May 2018 with final strategy in place for <b>September 2018</b></p> <p>Implementation dates to be agreed.</p> <p>Approach to community dialogues and conference approach to learning / practice sharing to be in place by <b>November 2018</b> and then repeated on an annual basis thereafter.</p> <p>Suite of performance measures in development through research and national / local research <b>(Sept 2018)</b></p> | <p><b>Cabinet Member Community Safety and Cohesion and ACE</b></p> <p>Draft strategy out for consultation. Engagement and consultation is underway prior to 'white paper' being brought back in October. (August Update)</p> <p>Birmingham Partners facilitation group tasked with supporting a facilitation plan for the November 'summit'. (August Update)</p> <p><b>Analysis of the consultation is complete. White Paper due to go to Cabinet on 13 November. Going to CMT on 24 September. Planning 10 partner events across the city continue the engagement and dialogue and to share learning. (September Update)</b></p> |
| 5.2  | Equalities and Diversity | <p>Production of a new Equalities Policy for discussion</p> <p>Proactive review of impact around budget and other decisions – in concert with legal colleagues</p>   | <p>Revised equality policy and associated evaluation framework to be in place by <b>December 2018</b>; alongside whole-system review of Council systems and processes.</p>  | <p><b>Assistant Chief Executive</b></p> <p>Council project group underway and reviewing best-practice and self-assessing against LGA framework. Dedicated SLT session planned for September 2018 followed by policy / process review. Alignment ensured for new workforce strategy. (August Update)</p> <p><b>ELT session held on 12 September and had reps from employee networks such as LGBT and black workers network. Internal stocktake undertaken to assess where the organisation is against the LGA equalities framework. (September Update)</b></p>   |
| 5.3  | Equal Pay                | <p>Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.</p>   | <p>Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in <b>August 2018</b>.</p> <p>Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.</p>  | <p><b>City Solicitor</b></p> <p><b>Mitigating strategy has developed and high level principles approved by Equal Pay Executive Sub-Group in August 2018. A timetable now developed with implementation strategies programmed to deliver mitigation – the implementation of the revised Waste Management MOU September 2018 is a key requirement of this strategy. (September update)</b></p>  |

| <b>6 City Partnerships</b><br><i>Partnerships and key stakeholders</i> |   |  |   |   |
|--|---|--|---|---|
|  | <b>Improvement Aim</b>  | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br><b>(Green – complete / evaluated; Amber – on track; Red – off track)</b>  |
| 6.1  | City-wide Partnership Framework   | <p>Further engagement with Partners implementing agreed review of partnership structures.</p> <p>Discussion about focus on city-wide objectives and shared values</p> <p>Consideration with key partners about way forward, based on shared accountability for achieving shared goals</p> <p>Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning.</p> | <p>Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners <b>(August 2018)</b>.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. <b>(October 2018)</b></p> <p>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. <b>(October 2018)</b></p> | <p><b>Leader, Assistant Chief Executive</b><br/>Interviews held with partners throughout March – June and precise actions being addressed around statutory partnerships. Chief Executive and Assistant Chief Executive leading this process in concert with Chief Officers. (July Update)</p> <p>Joint signatures committed to a letter from the LoC in order to launch a Partner board in September 2018. Reaction to the letter has been very positive, and agencies across the city are actively working to nominate representatives to that Board. (July Update)</p> <p>Other activity in train in advance of deadlines (July Update)</p> <p><b>City Partner's Board to take place on 19 September. Facilitated by the Right Hon. Jacqui Smith. A distributed leadership model has been adopted. (September Update)</b></p> |
|  | Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge | 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 <b>framework (July 2018 onwards) and 6 monthly partner survey (January 2019)</b> .   | <p><b>Assistant Chief Exec.</b><br/>Monthly temperature takes have commenced and will continue throughout the coming months. (July Update)<br/>Monthly temperature takes continue during August (August Update).</p> <p><b>Monthly temperature takes continue throughout September (September Update)</b></p>   |
| 6.2  | Children and Young People's Partnership   | <p>Development of partnership options and consultation on model. Timescales TBA</p> <p>Agreement on how children at heart of Council strategy. Timescales TBA</p> <p>Completion of a CYP Plan to link into overall council strategies. Timescales TBA</p>  | 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.   | <p><b>Director of Children's Services</b><br/><b>Senior leaders from the Health and Birmingham city council met to discuss establishing a new Children's partnership for the city (September Update)</b></p>  |
| 6.3  | Community Safety Partnership  | <p>More consideration with partners of current strategy.</p> <p>Emphasis on Domestic Homicide reviews and linkages with other statutory</p>  | Delivery of statutory responsibilities and improved outcomes against agreed performance framework.  | <p><b>Place Director</b><br/>Meeting with the Chair, police and council representatives has taken place where it was agreed to review the governance strategy for Birmingham's Community Safety Partnership.<br/>At the same some other work continues, namely:</p>   |

| <b>6 City Partnerships</b>               |                             |  |   |   |
|--|-----------------------------|--|---|---|
| <i>Partnerships and key stakeholders</i> |                             |  |   |   |
|  | <b>Improvement Aim</b>      | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track)   |
|  |                             | partnerships.<br><br><b>No further update required</b>   | <b>No further update required</b>   | <p><b>Delivery of the 2018/19 Strategic Assessment and Control Plan (in progress)</b></p> <p><b>Production of the BCSP Annual Report 2017/18</b></p> <p><b>Implementation of efficient procurement and invoicing systems in 208/19</b></p> <p><b>Negotiation with the Office of the Police and Crime Commissioner to secure legacy funding of £1,173,000 for BCSP in 2018/19</b></p> <p><b>Representation and input into the West Midlands Community Safety Partnership</b></p> <p><b>Delivering approximately 75% of actual spend against 2017/18 Community Safety Fund, with slippage of only 25% carried forward into 2018/19</b></p> <p><b>Consultation and agreement from BCSP to top slice the 2018/19 CSF allocation to enable the employment of 2 FTE as Local Community Safety Managers for 12 months, thus providing a new City Centre LCSP and ensuring that the budget pressure for employing these managers did not rest solely with Birmingham City Council.</b></p> <p><b>Launch of the DV Strategy</b></p> <p><b>Drug testing at the Made Festival in Perry Park (July 2018)</b></p> <p><b>The Gangs and Violence Commission report that provides specific recommendations to prevent and protect individuals and communities. These recommendations now being pursued through a variety of partner interventions including use of some of the £275,000 allocation to the Youth Offending Team commissioned directly by the OPCC and a bid to the Home Offices' Early Intervention Fund (up to the value of £350K in each of 2018/19 and 2019/20)</b></p> <p><b><u>(September Update)</u></b></p> |
| 6.4                                      | Health and Well-being Board | <p>Concerted corporate direction with whole Cabinet about HWBB and STP.</p> <p>Delivery against CQC action plan.</p> <p>Revisions to membership, agenda and ways of working for H&amp;WB</p> | <p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework</p> <p>Evaluation of actions and improved outcomes against CQC action plan</p> | <p><b><u>Corporate Director Adult Social Care and Health</u></b></p> <p><b>The forward programme is addressing major issues in the care and health system. Greater focus is being placed on children and young people. Profile is being strengthened along with relations with other partnerships e.g. safeguarding boards</b></p> <p><b>The HWB is increasingly seen as a key corporate vehicle for improving health. Feedback from DoH on the delivery of the CQC action plan is positive. Membership has been widened and strengthened.</b></p> <p><b>Statutory responsibilities are being delivered.</b></p> <p><b>The forward programme is addressing some of the challenges that will become of greater importance in the future and will challenge partners to begin the process of identifying actions in the here and now.</b></p>   |

| <b>6 City Partnerships</b>               |                                   |   |  |   |
|--|-----------------------------------|---|--|---|
| <i>Partnerships and key stakeholders</i> |                                   |   |  |   |
|  | <b>Improvement Aim</b>            | <b>Required Action</b>  | <b>Outputs/Outcomes</b>  | <b>Lead / RAG status</b><br>(Green – complete / evaluated; Amber – on track; Red – off track)   |
|  |                                   |   |  | <b><u>(September Update)</u></b>  |
| 6.5                                      | Birmingham and Solihull STP Board | <p>Need to maintain engagement to promote integrated approach to health and social care services across BSol.</p> <p>Need to ensure appropriate links to Council's governance processes, Corporate and Directorate Business Plans and Budget setting processes.</p> <p>Need to increase link to CYP Directorate</p> | Improved performance in line with agreed STP outcomes and evaluation frameworks. | <p><b><u>Corporate Director Adult Social Care and Health</u></b><br/> <b>Vision and priorities revised and engagement strategy with Boards, Council and public agreed</b></p> <p><b>Council will need to engage in the engagement events. Agreed that the System Lead will come to a meeting with Members to bring them up to speed about the STP</b></p> <p><b>All of the work streams are required to develop their priorities and work plans. Ageing Well continues to push forward and the independent partner is working in Birmingham to help move the programme forward at pace.</b></p> <p><b>Good progress continues to be made in line with agreed timescales</b><br/> <b><u>(September Update)</u></b></p> |

| <b>7 Communications and transparency</b> |  |  |   |  |
|--|--|--|---|--|
|  | <b>Improvement Aim</b>   | <b>Required Action</b>   | <b>Outputs/Outcomes</b>   | <b>Lead / RAG status<br/>(Green – complete / evaluated; Amber – on track; Red – off track)</b>   |
| 7.1                                      | Community engagement – a consistent and fair approach to whole-city engagement.        | <p>The new Council Plan will outline our commitment to genuine community engagement.</p> <p>Workforce Strategy will be developed to include a plan for genuine community engagement.</p> <p>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.</p> | <p>Council staff and the public will have a shared understanding of our approach to genuine community engagement.</p> <p>Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice.</p> <p>Improved residents survey measures <b>(March 2019 results)</b></p> | <p><b><u>Director of Place and Assistant Chief Executive.</u></b></p> <p><b>Summer/Autumn of engagement on Green paper on Working Together in Neighbourhoods will conclude at end of September following discussion across the city at Ward Forums Consultation on the Community Cohesion Strategy concluded. Cabinet Members’ roadshows in train. (September Update).</b></p> <p>First roadshow on 19 July at the Bournville Gardens retirement home.</p> <p>Paulette Hamilton, Tristan Chatfield, Jayne Francis and Sharon Thompson and the Leader attended.</p> <p>This was an informal drop in session with four whiteboards set up which covered the following areas:</p> <ul style="list-style-type: none"> <li>• What the city offers older residents in terms of opportunity and engagement</li> <li>• How the city responds to issues of social isolation and loneliness</li> <li>• How the council communicates and could communicate better with older residents</li> <li>• Concerns relating to funding and quality of social care</li> </ul> <p>These were used as prompts for the various conversations that took place.</p> <p>All of the feedback received in the form of post it notes. This has been shared with Cabinet Members. Further roadshows planned post-holiday season. These will focus more on a wider conversation about how the council spends the money it has and how it prioritises those decisions. (August Update)</p> |
| 7.2                                      | Communications that is strategic and consistent, and supports the council’s priorities | <p>Finalise strategic review of communications to support Council Plan priorities and clearer ‘added value’ of communications to service demand management and prevention</p> <p>Start the formal functional consultation</p>  | <p>Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. <b>(August 2018)</b></p>   | <p><b><u>Assistant Director Communications<br/>Chief Operating Officer</u></b></p> <p>Final design required regarding inclusion of 2022 staff in the new structure. All JDs evaluated and business case ready to go – just need clarity on budget for staffing Comms support for the CWG and if this will be with the central communications team. (July Update).</p>  |

| 7 Communications and transparency |  |   |                  |   |
|-----------------------------------|--|---|------------------|---|
|                                   | Improvement Aim                        | Required Action   | Outputs/Outcomes | Lead / RAG status<br>(Green – complete / evaluated; Amber – on track; Red – off track)  |
|                                   |  | <p>Work with the development of the corporate plan to align the communications strategy</p> <p>Meet with CEO to agree draft internal comms strategy</p>   |                  |   |
| 7.3                               | Effective Communications and Marketing | <p>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</p> <p>Restructuring to be completed</p> <p>Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet</p> <p>Implementation headlines and key milestones to be agreed</p> <p>Measures of success and evaluation proposals to be agreed</p> |                  | <p><b><u>Assistant Director Communications</u></b><br/><b><u>Chief Operating Officer</u></b><br/>Draft Comms strategy being finalised now that the Council Plan has been agreed. Outline overview of key campaigns is ready to share with CEX and Leader, including suggested timelines and budget. (July Update)</p> <p>Research completed on citizen perceptions and insight being used to shape the channels suggested to support the key campaigns. (July Update)</p> <p>Separate work being done on 2022 activity including tender for branding and visual identity. (July Update).</p> <p>Review of communications offer taking into account budget and 2022 requirements (August Update 2018)</p> <p><b>New structure being costs up to reflect a reduced budget and also accommodate 2022 activity following CEX feedback on original proposals. (September update 2018)</b></p> <p><b>Branding work for 2022 underway with an Agency appointed.</b></p> <p><b>Outline of marketing and communications activity for 2018/19 developed and being delivered, including an internal communications strategy. (September Update).</b></p> |

## Other Improvement Plan Updates

### Business Improvement SEND BIIP Update - September 2018 Update

Ofsted and the Care Quality Commission inspected the city's provision for children and young people with special educational needs and disability (SEND) in June. On 10<sup>th</sup> September we received their formal letter outlining their findings. Although there are some areas of strength which the inspection pointed to, there remain many areas for improvement which require significant collaborative work to ensure we deliver better outcomes.

We have taken immediate action to bring together all of the key stakeholders and remedial action and planning has been ongoing since the inspection took place. A joint written statement of action and action plan are being co-produced with our partners in Health and the Children's Trust, which will be with Ofsted before 7<sup>th</sup> December 2018. To oversee the writing and delivery of this improvement of our services we have set up a multi-agency Steering group.

The action plan will focus on a number of key priorities including:

- Establishing forums and networks to enable us to better engage and co-produce with families.
- Improved access to, and shorter waiting times, for therapies such as speech and language and neurodevelopmental assessment services.
- Thoroughly examining complaints about services, identifying where the problems are, and producing a 'customer charter' that will clearly set out what the service offer is.
- Carrying out a review of our workforce capability and skills, and developing a comprehensive training programme.
- Reviewing the education and health care plan (EHCP) process and make any necessary changes to ensure all agencies work effectively together.
- Working with parents to develop approaches for meaningful engagement and co-production

### ASCH Improvement Plan BIIP Update – September 2018

We are now moving into phase two of our roll out of the Three Conversations Model of social work. This is a strength based model aimed at meeting need by taking full account of citizens existing assets. This helps avoid traditional long term care being the outcome of the assessment process. At the end of phase two the Constituencies of Hall Green and Hodge Hill will have fully implemented the model with half of the Erdington social work team working in the new way. Phase one provided valuable learning and positive feedback from citizens assessed using the three conversations approach. We are building on phase one by strengthening our outcome measures and implementing mechanisms to identify the impact of the new approach. The model will be fully implemented in September 2019 to align to the implementation of a new operating model for social work.

We have made significant progress in developing our Neighbourhood Networks Service. This service is designed to build capacity within the community so that a range of needs can be met locally with better outcomes when compared to traditional long term care. The procurement exercise to recruit lead partner organisations commenced on the 3<sup>rd</sup> September and is on track for full implementation in February 2019. In order to allow market development activity, internal provision also went live in September. This ensures that we will be in a position to have a lead partner in each constituency. The lead partner role is pivotal in working with all partners in the sector to understand what assets exist locally and how to align them to meeting needs at a local level. The Neighbourhood Networks Service is crucial to fully realising the benefits of the Three Conversations Model as it ensures there are local assets available to help prevent, stabilise and meet need. During the summer we have also been focused on improving our financial oversight and control. We have strengthened accountability at the operational management level and ensured that controls are in place in terms of monitoring and forecasting spend. We have seen a positive impact on forecasts since implementing these controls. The changes we are making to manage demand, make better use of resources, and develop local assets will take time to embed. Therefore we are not complacent and will continue to monitor spend against demand and take appropriate measures to ensure a balanced budget.

We are at the early stages of developing a new operating model for social work using a coproduction approach. The new operating model will streamline the journey of citizens in contact with the Adult Social Care. We are applying key principles to the service redesign such as removing or reducing "hand offs" and moving to a position where a citizen can get to their intended outcome ideally via the team with whom they had first contact.

During the summer we have also:

- implemented a new platform that allows citizens to self-serve as part of our plans to improve information, advice and guidance (IAG)
- Developed a Day Opportunities Strategy aimed at modernising the sector and delivering better outcomes for citizens
- Continued to improve the take up of direct payments now at 26%

In the months ahead we will continue to implement the new social work models, remain focused on delivering a balanced budget and build on our work with health partners. We will be working with health partners to address the findings of the system diagnostic review and continue to identify opportunities to developed integrated services.



**Temperature Take – Aug-Sep 2018****Précis**

From the Aug-Sep 'temperature take', the general feeling is that, although there is still a long way to go, there has recently been an increase in both activity and maturity, particularly around collaborative working, and the BCC improvement journey continues to move in the right direction.

The first City Board (19.09.18) is identified as a key opportunity for partners to set a strategic approach for the city and assume joint responsibility for making progress. Trust, transparency, and joint accountability were identified as vital aspects of successful partnership working. Additionally, although the findings from recent inspections were worrying, they have acted as a catalyst for collective action.

**Cllr Paulette Hamilton – 29.08.18**

- Partnership development piece: Health and Wellbeing Board (HWB) hasn't moved fast enough quick enough, particularly around performance, and hasn't been as aggressive as it needs to be regarding asking challenging questions; however, in a better position now as partner relationships are in place and friendships can start being built;
- Confident in the new leadership team and the direction partners are being steered in;
- HWB has been revamped and is more structured: encouraging partners to take ownership of key areas, asking partners to facilitate meetings, meetings now occur monthly instead of quarterly, specific boards are now on the agenda so feedback throughout the year, and pressure has increased to get buy-in from key individuals;
- CQC inspection has enabled ASCH, PH, and partners to start working together, and has helped to focus activity and set direction of travel;
- LGA have been asked to do training with HWB re thinking about the shared corporate vision.

**Cherry Dale – 13.09.18**

- Key issue: domestic abuse – concerned about how much progress can be made because, although there is a strategy, there is no city-wide position;
- Key issue: housing and non-regulation on drugs, abuse, etc. – nobody carries out quality checks;
- Good pockets of work going on but no-one seems willing to share learning;
- City Board will be interesting – partners need to trust one another and assume responsibility for taking actions forward as part of a city-wide system and joined up approach;
- City Board can also be a good space to hold conversations around hard hitting topics;
- Agreed that it's a good idea to review the Health & Wellbeing Board and Scrutiny to ensure there's clarity around expectations and responsibilities of each group;
- Findings from the ASCH and SEND inspections are worrying.

**Penny Thompson – 20.09.18**

- City Board: key points to come out of the board meeting were issues around city culture, organisational behaviours, and civic pride;
- There's a danger of duplicating things happening elsewhere especially because we haven't got the most senior people at the table in some instances;
- Having senior representation from the universities and police (and others) is vital;
- BCC's decision to move away from patriarchal leadership is a welcome change and there was a good spirit in the room, due in part to the leadership taking an active listening role;

ITEM 6

- Re partnership dynamics: issues don't lie with BCC alone; poor partnership working is endemic in bodies across the city – partnership working has been historically dysfunctional with organisations no longer knowing how to coproduce, and this need reprogramming across Birmingham;
- Disappointed it's taken critical inspections (e.g. SEND, police, etc.) to get people to galvanise – strategic partnership on this isn't good enough currently but it's encouraging that this is beginning to move although there is a lot of work to do;
- It would be good if Dawn could get statutory partnerships motoring more and able to demonstrate what they're achieving; it would also be beneficial if the implications between these partners and the Board were clear;
- Currently there's untapped potential of some of the strategic partnerships – these could be used more cleverly to have more impact,
- We need to ensure the basics are right not just across the Council but with bodies across the city, and for all partners to recognise that they hold joint responsibility for supporting one another – we're only as strong as our weakest link.