BIRMINGHAM CITY COUNCIL
CORPORATE GOVERNANCE IMPROVEMENT PLAN

August Update 2018 (Final)

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

	Improvement Aim	Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
1.1	Well-organised, stable and effective political groups.	The four year political window provides a crucial opportunity for a new way of working within and between political groups. The INLOGOV report (2017) provides a baseline of issues for political groups to consider and subsequently tackle, including: - - The need to look beyond the BCC 'bubble' to understand emerging best practice around public service reform. - Hierarchies within BCC can impede the development of effective working relationships between officers, Members and partners. - A tension is developing between the new and more traditional ways of working. - There is a call for more collaborative approaches. - A blurring of officer, elected Member and partner roles is taking place. - A softer set of skills will be needed in future, including listening, learning from others and engaging with residents in a variety of ways. Group Leaders meet regularly with the CEO and ACE; providing a positive forum to take forward this work. Group leaders dealing with any breaches and risks of breaches of member/officer protocols, the Council's constitution and agreed ways of more modern mutually respectful working	Formal self-assessments required by all political groups – with process and developmental changes formally captured and reported against. ACE to coordinate with Leader, Deputy Leader and Group Leaders. Collate summary of changes that have been made by political groups. Update to INLOGOV report to be commissioned in-year 2018.	Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in **August 2018.** INLOGOV update report as a year 1 stock-take evaluation in **September 2018**. Subsequent actions for years 2-4 to be identified. Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.	**ACE with Group Leaders / Deputy Leader** All three group leaders have agreed to undertake self-assessment processes and feedback changes. Labour Group has already undertaken a review with 18 changes to Group ways of working agreed – including extending terms of office for Cabinet members to 4 years. (July 2018). ACE to update further in September. **A formal specification is being 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 (August 2018 update).** **LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)** **City Solicitor and Chief Whip** **May and June 2018 member induction processes included detailed briefing on code of conduct (including social media protocols) (August update).**
1.2	Effective, timely and balanced communication and engagement of all political groups. Effective and timely officer support into all political groups of the Council.	There are currently inconsistencies about expectations and protocols about officer briefings of political groups, with ad-hoc briefings on topics and a lack of equity / balance in information provision to all groups. Much improved cross-party leaders' meetings with good tone, level of honesty and support.	A structured briefing programme to be offered for all political groups based on a robust, published forward plan. Formalise senior officer discussions with Group Leaders through monthly CEO 1-1 briefings with group leaders, ACE co-ordination of agenda and briefing pattern for joint group leaders and regular consideration at CMT. More emphasis on all-member sessions as part	Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. **October 2018.** Actions and changes to group leaders meetings effective from **July 2018**.	**City Solicitor / ACE in concert with Group Leaders / Deputy Leader** **Survey underway (August Update)** Revised group leaders meeting cycle in place with structured agenda (July 2018 Update) **Member induction and development of on-**

	1 Political leadership				
	Effective political leadership and managerial leadership, working as a constructive partnership.				
	Improvement Aim	Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
		The role of Council Business Management Committee (CBM) does confuse this consistency and clarity across groups – with topics deferred to CBM rather than group leaders and inconsistency in representation. A Members' newsletter exists, but the extent of clear and consistent messaging for Members (at Council and ward level) could be substantially improved.	of / following medium-term induction plan. Review of role and terms of reference of CBM as part of constitutional review. Ongoing training for members around social media and internal communications networks to enable more agile provision of information.		**going programme underway (August Update).** **This will take place as part of LEAN review, on track for constitution revisions for November (August update).** **Guidance for members on social media being developed, training to follow (August Update).**
1.3	Effective, modern governance and decision-making processes at Full Council and Cabinet in line with accepted best practice (learning from good practice and guidance identified by Solace and CIPFA)[1] Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework. Modern and effective support functions to underpin the decision-making process.	The four year political window provides a crucial opportunity for a new, robust 4 year Council Plan, policy framework and delivery programme. The Council has previously had a vision statement, delivery plan (alongside the budget) and policy framework within the constitution. It is clear, however, that these are not owned or adhered to within the organisation as demonstrated by examples of weak delivery and lack of policy refresh. The constitution and policy framework is in need of modernisation. Bench-marking with sector leading peer required as part of this review.	Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework **(June 2018)** 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).	Actions to be implemented and monitored monthly within municipal year 2018 / 19. New Council Plan and Performance Framework **(June 2018)** Changes to the policy framework to be agreed at Cabinet / CBM **(July 2018.)** Gap analysis against policy framework (reviews) to be undertaken **quarterly**	**Assistant CEO** 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 **City Solicitor** Policy framework agreed at Full Council in May 2018.
		The standard report structure requires revision. The processes that sit 'behind' decision-making are unduly complicated and lead to confusion and regular late reports.	Complete the constitutional review Complete the report structure review (July 2018) Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.	Complete the constitutional review **(September 2018)** Complete the report structure review **(July 2018)** Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes **(September 2018)**	**City Solicitor** New Constitution under review; for Group Leaders/Committee Review September 2018. **Draft report structure completed; guidance developed and tested with officers. Implementation: September 2018. (August Update).** **City Solicitor** **New process for Cabinet designed, agreed by CMT on 23.07.18. Training sessions being set up; communication of new process is underway via directorate team**

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

1	**Political leadership**				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
					meetings. **(August Update).**
		The staffing structures that support governance and decision-making are fragmented and have not been reviewed formally for many years.		Monitoring of reduced late reports (monthly)	**City Solicitor** Underway; New Cabinet process will make late reports a real exception. (complete)
		Very limited presentation of reports and strategies to Full Council		Annual survey of councillors to establish satisfaction with decision-making processes.	**City Solicitor** **Group Leader agreement to survey, and design of survey underway with a view to roll-out in September 2018. (August 2018 update)**
		High cost of use of paper for publication of papers at every council meeting	Complete service reviews of the Democratic Services and Cabinet / Leader support functions to ensure modern and effective ways of working **(September 2018)**		**City Solicitor / Assistant Chief Executive** **Consultation has closed for the review of Leader / Cabinet Office with agreement from all parties. Implementation planned for September 2018. (August 2018 update)**
				External audit letter to highlight no material concerns re timeliness and probity of decision-making **(March 2019).**	The draft 2017/18 Annual Audit findings letter has not highlighted any issues of concern in respect of the timeliness and probity of decision making. (July Update)
			Cross-party and pan-committee agreement on the nature of business to be brought to Council.	Report to CBM mapping out proposed nature of business to Full Council **(September 2018)** in line with O&S work programme, policy framework and Council Plan	**City Solicitor** Tracker and monitoring of Full Council decisions and Cabinet decision now in use. City Council/CBM Forward Plan now in use; work to further populate with policy framework on-going. (July Update)
			Agreement to paper free arrangements except for visitors. Committee Services to stop using blank pages. Only print the agenda and reports, not the minutes of the last meeting.	Reduced paper arrangements in place **(November 2018)**	**City Solicitor** EMT agreement for all meetings to be paperless from 01 November. Report to CBM scheduled for **28th August, report to be sent out on Friday 17 August. (August Update)**

1	Political leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
1.4	An effective and proactive Scrutiny function / work programme in line with national best practice (informed by the expertise of Centre for Public Scrutiny)[2]	O&S undertook a strategic review during 2017-18 with recommendations agreed by Full Council around a new committee structure and improvements to ways of working. There is a legacy of a lack of genuine cross-party agreement regarding proportionality of scrutiny chairs and vice-chairs. For 2018-22 it has been agreed that all vice-chairs will be from opposition groups. Whilst not yet delivering on opposition aspirations re chairs, this represents a degree of progress and is comparable to peer core cities.	Implementation of O&S changes	O&S review actions undertaken and / or report back to Full Council **(September 2018.)**	**City Solicitor** **The Leader reported to the Co-ordinating O&S Committee on 27th July along with tracker of progress against recommendations. The recommendations are on track. The next update is to CMT in September 2018. (August Update)**
		There has historically been a lack of synergy in forward planning of agendas between the Executive and O&S.	Forward planning workshops for the new O&S oversight committee (chairs committee) with formal engagement with all group Leaders.	Genuinely integrated O&S work planning in light of the Council Plan and priorities **(September 2018).**	**City Solicitor** **The O&S Committees have developed work programmes following meetings with Cabinet Members and following Council Plan adoption in July. Focusing on key priorities. (August Update).**
			Utilisation of O&S for policy development purposes.	Robust programme of Scrutiny activity with flexibility for well-organised topical work **(September 2018 onwards)**	**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. Summary of priorities arising from scrutiny co-ordination being prepared for BIIP (August 2018 update)**
			Each committee to engage peer councils in elements of work programme during 2018	Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.	**Negotiations on-going with LGA regarding peer mentoring arrangements. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (August Update).**

---

[2] Realising the Potential of Scrutiny (CfPS)

1	Political leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)** *Latest Update in Bold*
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)[3]	Variable understanding by elected members of rules governing local authorities depending on experience and background. Reviews of governance arrangements and 'lessons learnt' regarding induction process pre-election, with positive engagement from Cabinet, group leaders and scrutiny chairs. INLOGOV research in 2017 found issues in terms of barriers and hierarchies within political groups based on age / experience.	Extensive, ongoing new member development programme required including: • Induction • Information • Guidance • Peer support Elected Member mentoring programme and evaluation of its impact. Ongoing LGA, professional body and peer working required challenging and assuring the BCC governance arrangements for / throughout the 4-year term.	Member Induction and Development Programme on offer for all Members **(May 2018),** including dedicated sessions on 'governance'. Rolling-programme of induction and briefings **(June – September 2018).** INLOGOV update report as a year 1 stock-take evaluation **(September 2018)** to identify that members have a good understanding of the governance rules and standards. Reduced standards committee referrals. **(March 2019)**	**HR Director / LGA Principal Advisor (WM)** A 3 day induction over May and June has been 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). 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). **Formal specification being developed with INLOGOV and the New Local Government Network regarding re-commissioning of stock-take report and extension of work into peer-engagement networks on areas of required improvement (August 2018 update)** **LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)** **City Solicitor** New revised Code of Conduct and Procedure currently circulated for consultation. All Group Leaders advised that complaints must be allowed to be

---

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

		Improvement Aim	Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
						handled in Group (27.06.18) Negotiations on-going with LGA regarding peer mentoring arrangements.
					Structured LGA partnering programme in place for all key political post-holders	
1.6		Appointments to outside bodies (working with the LGA principal advisor to assess effective national exemplars)	Current approach lacks structure, clear rationale and exposes individuals / council to risk.	Deputy Leader guiding a process of review with support from City Solicitor - reviewing what Council appoints to and why, how we manage relationships and degree of support & training to mitigate risk for councillors and officers sitting on third party boards.	Initial AGM appointments confirmed **(June 2018)** Wider representational roles amended **(September 2018)** Third-party training in place **(September 2018)**	**City Solicitor / Deputy Leader** Two 'third-party' workshops have recently taken place - identifying more to take this issue further. (July Update**)**
					External audit letter to highlight no material concerns re probity of third party decision-making **(March 2019).**	The draft 2017/18 Annual Audit findings letter has not highlighted any issues of concern in respect of the timeliness and probity of third party decision making. (July Update).

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

	Improvement Aim	Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
1.7	Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21st Century Public Servant[4] and 21st Century Public Councillor[5] research)	The Council has had three leaders and three Chief Executives in two years – in part due to serious disagreements about the role definition of senior members and officers. These issues came to the fore during the waste dispute of 2017 when the high court judge presiding expressed that, "neither party [officers or members] comes out of this sorry saga with any credit at all."	A comprehensive and transparent view of the Council's improvement journey needs to be understood and 'owned' by the new administration and the new senior officer team. An independent review on governance of waste services is underway.	All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. **(May 2018)** Waste review findings implemented	**Chief Executive and Leader** Initial induction processes complete with particular emphasis on standards, governance and roles / responsibilities. Follow-up sessions on 21st Century Public Servant and role of ward-members to follow. (July Update) **Chief Executive and Leader** Third-party independent waste review nearing completion. Date of publication to be agreed between Leader / Chief Executive and BIIP.
		An INLOGOV review in 2017 found blurring of officer, elected member and partner roles to be taking place. Low staff survey response rates indicated significant silo-working, detachment of senior management and a lack of effective communication. It is accepted that internal communications has not always been cross-directorate, strategic and timely and there are ongoing improvements being made to establish a consistent one-council approach. Some very positive work, however, has been undertaken through engagement with the University of Birmingham (21st Century leadership) and latterly through review / engagement around member induction 2017. This identified a BRUM Leader model which can be applied for staff and member development purposes.	Member and officer development programme on the range of roles of a councillor: • What the Council is and does • What being on outside bodies means • Other appointments • Community roles • Partnership roles • Strategic governance and scrutiny roles Regular meetings of Leader and Deputy Leader and Chief Executive Structured programme of joint EMT & CMT workshops to generate the four year council plan, performance framework and budget.	INLOGOV update report as a year 1 stock-take evaluation **(September 2018)** to identify improvements in role definition. Refreshed staff survey and improved results **(September 2018)**	**Assistant Chief Executive** **Formal specification being developed with INLOGOV and the New Local Government Network regarding re-commissioning of stock-take report and extension of work into peer-engagement networks on areas of required improvement (August 2018 update)** **LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)** **HR Director** **Staff Survey went live as 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 will run during Aug/Sept to explore further and to develop "involved" solutions. Headline report attached. (August Update)**
		Use of Forward Plan for planning for future Cabinet agendas not used consistently			

---

[4] [21st Century Public Servant](#)
[5] [21st Century Councillor](#)

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

	Improvement Aim	Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
		Cross-party Member Steering Group was set up, which Deputy Leader chairs. The Steering Group have designed the Member Induction as Welcome/Welcome Back and the Deputy Leader created a member relationships map which has been well received. A councillor profile was produced to outline the expectations of the role and an A5 leaflet was designed to assist candidates and provide advance warning of dates. This was uploaded onto the website.	Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions The Deputy Leader will continue to undertake exit interviews and gather information from previous members of what went well and what can we learn from. Similar such processes are required for senior/non-senior staff exits and interim officer feedback. Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21st Century Councillors and Officers – including a session purely on this as part of the Member Development Programme	Efficient and effective forward planning process with appropriate preparation / quality assurance of report risks / implications in good time – in line with the formal Forward Plan (July 2018 onwards) We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements. On-going member development programme for Elected Members, co-ordinated by the Member Steering Group. **(July 2018 onwards).** Evaluation findings from the programme to demonstrate whether new approaches have added value / had an impact. **(September 2018)** On-going development programme for officers, co-ordinated by OD team on behalf of Council Management	May / June workshops in advance of June Cabinet complete, culminating in agreement of a Council Plan and associated measures. Budget workshops planned for 16th and 17th July (including BIIP representation). (July Update) New Forward Planning arrangements in place for CMT and EMT, with weekly review through a new integrated officer group. (July Update). Review of partnership activity undertaken March – June with specific implications for H&WB, CSP and Safeguarding Boards. Proposed City Board in train for September 2018. (July Update) Deputy Leader member development / review process on-going. Member development update provided above. (July Update) Development programme is being discussed between the Chief Executive and HR Director. Activity is being planned to address this. (July Update).

1	Political leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold***
				Team. **(July 2018 onwards)**	
1.8	True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU;[6]Councillors Commission)[7]	Despite the changes to political leadership and officer governance over the last three years, the make-up of Cabinet and senior committee / scrutiny roles did not substantially change.	Strategic review of equality and diversity across all levels of the Council's operations – learning from good practice from across the country (e.g. Coventry) – and benchmarking the degree to which the Council is representative in terms of characteristic groups, 'place' and social mobility / cohesion.	Clear equality plan for the Council in place, and actions underway **(October 2018)**	**Chief Executive and Leader** A project group has been established (across HR, Policy and staff representative networks) to assess best-practice in relation to E&D with a workshop planned for ELT in September. Equality strand of workforce strategy needs to be in place by October 2018. (July Update)
				A more representative Cabinet and engaged body of councillors in consideration of wider diversity and equality around different political groups**. (June 2018)**	Cabinet is now more representative from a gender and BAME perspective. (July Update).
		Strong piece of policy work undertaken by the Deputy Leader around Women's Leadership – in concert with the 100th anniversary of the Representation of the People Act.	Implementation of Women's Leadership actions.	Implementation of Women's Leadership actions. **(September 2018)** Evaluation against criteria for success agreed at the start.	**Assistant Chief Executive and Deputy Leader** **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)**
		WMCA Leadership Commission underway.	Constructive response to the WMCA Leadership Commission findings.	Constructive response to the WMCA Leadership Commission findings. **(July 2018)**	
1.9	The Council should prioritise local leadership and neighbourhood empowerment. Redefinition of the Community Councillors' role with emphasis on neighbourhood convening and local leadership (for example, taking learning from leading practice as identified by the LGA to involve and understand residents)[8]	All-out elections and changes to ward boundaries in May 2018 mean newly elected Councillors are representing different areas and people. Historically, the 'distance' between Council and community has been extensive in Birmingham, and the district committee model (now removed) failed to alleviate this problem. The council has failed to establish an empowering and devolved model of	The Council should develop a compelling policy response to the O&S review into local leadership. A new model of local support arrangements to ward members should be put in place, with an emphasis on ward forums and ward plans as a 'minimum' offer to communities – extending up to more sophisticated arrangements pending	'Green Paper' Working Together in Neighbourhoods (July 2018) White Paper' Working Together in Neighbourhoods **(October 2018)** and implementation plan (ongoing).	**ACE and Place** 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. Member briefings on-going through July 2018. (July Update)

---

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

1	Political leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track) *Latest Update in Bold*
		governance. O&S undertook an extensive piece of work to consider appropriate peer models for local leadership. The route for Members to resolve enquiries and case work has been confused and inefficient. The INLOGOV review found a range of skills and competencies across the range of elected members.	the capacity and interest of local residents. . *We need a specific action on this –wording needs to come from Chris Jordan as it's his area.* Implementation of a new case management system	Green paper covers the development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals (2019-2020) Implementation of a new case management system **(September 2018)**	Operational and strategic working groups in place with RB Sutton Town Council. Cross-party members' group also endorsed by Cabinet in July (including non-execs from NALC and community bodies) (July Update). **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)**
			Member and officer development programme on the range of roles of a councillor	On-going development programme for Cabinet Members over the next four years. **(July 2018 onwards)**	**See 1.7**
1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making.	The Council is taking steps to ensure citizens are at the centre of improvement planning and decision-making - e.g. 'Be Heard' database of consultations open to the public and used to inform planning, annual budget consultations take place to inform resource allocation – but these mechanisms are at an early stage of maturity. Residents survey results presented to Members for planning. Key areas for improvement have been identified – Corporate Governance, Education, Children's, Waste and Adults.	Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress. Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham. The Council's performance framework will be extensively reviewed. Something needs to be said about the existing framework not being sufficiently self-challenging or sufficiently priority focused and outcome focused. There has been a tendency in the past toward highlighting positive progress while under-reporting and inadequately owning and addressing poor performance, BCC's extensive challenges and significant risks.	Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. **(June 2018)** The Council will make improvements in key priority areas. (Monitored monthly) Early and comprehensive engagement process for the MTFP and 2019-2020 budget **(October 2018)**	**Chief Executive and Leader** Council Plan agreed by Cabinet in June 2018 and improvement planning arrangements published in June 2018. (July Update). (Complete). **Deputy Leader and CMT** **Improvement plans integrated into monthly performance and finance monitoring cycles. Performance workshops planned with BIIP following first 'cut' of Council Plan performance framework to August CMT. (August Update).** 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) 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).

1	Political leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
	Improvement Aim	**Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) _Latest Update in Bold_**
			Data from resident surveys are used in 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).

2   A Modern and Progressive Organisational Culture

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

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[9] and the 21st century public leadership model[10] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
2.1	Tackling defensiveness	This corporate governance plan represents a 'line in the sand' in terms of the Council confronting the degree of honesty and rigour required in order to tackle historic weaknesses in organisational culture.	Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.	We will have a genuine understanding of where we are and what needs to change (June 2018) and we are willing to be consistently explicit and honest about this with residents and other stakeholders	**Chief Executive and Leader** 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).
2.2	Taking personal responsibility and owning any problems, challenges and poor performance Embedding a Learning Organisation approach – i.e. proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency Building the capability and capacity across the organisation to enable the Council to continuously adapt so that it is equipped to effectively address not only its existing challenges but is shaped so that it can meet future new challenges and effectively embrace new opportunities	Dedicated sessions as Extended Leadership Team have taken place regarding management grip; ownership; accountability; housekeeping and our aspiration to be top quartile.	Workforce Strategy will be developed to continue to encourage a culture of lead officers taking responsibility and demonstrating? accountability for the results of the organisation Accountability frameworks in place Learning and feedback? Constructively challenging each other and listening to challenge from elsewhere Responses to external reviews and inspections and audits – embrace and learn from the criticism rather than seeking to rebut it or excuse it	The council won't operate on a 'blame culture' basis and officers will instead be confident owning problems, challenges and poor performance. The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018] The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute	**HR Director** **Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development. The current People Strategy 2017-2020 is being updated to enable the delivery of the newly approved Council Plan. Work continues in preparation for the launch of the renamed Workforce Strategy 2018-2022 and associated Workforce Plans which will are on schedule to be completed by mid-September (August Update).**
2.3	Role modelling of BCC values, new culture and new ways of working	Currently there is a People Strategy which incorporates some components we intend to include in the new Workforce Strategy.	The values and behaviours are key components that will be included in the new Workforce Strategy. The new CEO will drive forward changes to culture and new ways of working, which will underpin the new Workforce Strategy.	All BCC staff are confident in their understanding of the Council's values and behaviours. Lead officers are good role models of the Council's values and behaviours, and the new culture and ways of	**HR Director** **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**

---

[9] What is an empowering authority? (The Young Foundation)
[10] 21st Century Public Servant

2	A Modern and Progressive Organisational Culture				
Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
		The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[9] and the 21st century public leadership model[10] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
				working. Clear expectations of leadership, culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy. [Culture dashboard – September 2018]	**the 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).**
2.4	Tackling avoiding making difficult decisions and having challenging conversations	Some difficult decisions have been taken over the last eight years. Challenging conversations have been had around, for example, Equal Pay, Air Quality and the bin strikes. The new CEX commenced work with the senior leadership teams on making difficult decisions and having challenging conversations but further work needs to be done to support staff in making difficult decisions	Workforce Strategy will include continuing to promote a culture of resilience and transparency, especially in challenging contexts.	Councillors and officers will be confident in making difficult decisions and having challenging conversations. [Culture dashboard – September 2018]	**Chief Executive and Leader** **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)**
2.5	Collegial working – a one-council approach is needed.	Changes to CMT by new CEO will support cross-directorate working and cement team-working. Regular briefings to CMT.	CEO and CMT to develop a joint, overarching approach. Effective communication and engagement plan	Directorates will no longer work in silos and activity across directorates will complement rather than duplicate. **[Culture dashboard – September 2018]**	**CMT** In train. Evidence in the EMT priority based budget workshops. (July Update)
2.6	Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working.	Council's insight teams produce excellent data and intelligence. The team is used council-wide to inform planning, e.g. Member Induction sessions post-elections.	Effective use of data in planning 4 year Council Plan.	Regular insight, intelligence and policy 'products' that provide purposeful *analysis* to inform CMT and EMT decision-making to enable and support continuous improvement. **(July 2018 onwards)**	**Assistant Chief Executive and Chief Operating Officer** **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).**
2.7	Optimistic staff attitude	Driving lasting improvement has been challenging given the state of flux the council has experienced over recent years	Development and training Continue to promote a positive culture	Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement.	**Chief Executive and CMT** Workforce strategy / culture dashboard in

2	A Modern and Progressive Organisational Culture

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

		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)[9] and the 21st century public leadership model[10] will be a template for role definition and development.		A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
			(e.g. changes to political and managerial leadership). The arrival of new permanent CEO, assistant CEO and CFO, and political stability from the new 4-year term, means driving long lasting change is more feasible.	Regular dedicated sessions at CMT, ELT and engagement with the whole workforce. The new CEO provides weekly bulletin to all staff and members.	[Culture dashboard – **September 2018**] CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in year 1 2018-19. More personal touch to staff awards by CEX and Leader and this will be done on site at the employee's place of work for recognition of job	train. (July Update).

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

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
3.1	ELT with good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda	ELT has variable understanding of Birmingham's current governance arrangements due to mix of experience and recent turnover in senior posts, changes to documentation and reliance on support services roles. INLOGOV's report highlighted the need to look beyond the BCC 'bubble' to understand emerging best practice around public service reform.	Senior officer development programme including: • Induction • Information • Guidance • Peer support Dedicated ELT development sessions on good governance and new, structured approach to strategic ELT topics with emphasis on peer learning.	Revised induction and development programme underway **(by October 2018).** External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)	**Chief Executive and CMT** In train 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)[11]	The Council's recent history has seen a high degree of turnover in critical senior positions, a high proportion of interim post-holders and extensive, unfilled vacancies. Staff survey results were underwhelming in terms of response rate, and highlight significant silos, detachment of senior management and a lack of effective communication. There has been variable attendance and at past CMTs and other meetings. Attendance at CMT and ELT is being addressed personally by the Chief Executive A further staff survey is about to be launched.	Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items. ELT to be made more strategic with structured approach to strategic workshop topics and transparency / inclusivity about strategic direction. Improved policy and communication products at CMT & ELT. Improved use of technology to break down staff barriers – yammer, social media and blogging / CEO updates.	CMT and ELT actions underway by July 2018 Directorates will no longer work in silos and activity across directorates will compliment rather than duplicate. (on-going) Improved staff survey response rate (September 2018) and steady increase in staff morale and engagement measures (Yr2,3&4)	**Chief Executive and CMT** 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).
3.3	Comprehensive and transparent advice to Elected Members to support effective decision-making	Historically, advice given to Elected Members prior to decision-making has been variable and there have been failures to implement the difficult decisions that Elected Members have taken. Many such examples have been conducted without requisite transparency for the benefit of Elected Members or the citizens of Birmingham.	Establishment of forward plan and rigorous application of renewed CMT discipline – with cross-functional debate and risk / professional assessment prior to advice being formally provided to elected members (through Cabinet portfolio briefings or EMT.) Implementation of a revised budget and performance board, with monthly updates provided with transparency around any changes / decisions required. More proactive senior officer involvement in O&S processes –including engagement in	Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. **(July 2018)** Improved transparency of Budget and Performance Board updates and decisions. **(July 2018)**	**Chief Executive and CMT** 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). **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)** O&S cycles of meetings complete with pro-

---

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

3	**Managerial leadership**				
Effective political leadership and managerial leadership, working as a constructive partnership.					
Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.					
		Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			development of O&S work programme, and then senior officer support to O&S chairs to challenge policy development and advice / scrutiny of policy implementation.	Actions arising from O&S review to be implemented. (September 2018)	active Cabinet and CMT member involvement in all sessions.
			Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.	LEAN review of Council and Cabinet decision-making cycle and implement changes **(September 2018).**	Lean review and insight functional review in-train
			Improved evidence and insight underpinning officer advice and options / implications presented to elected members.	Review of insight and intelligence functions and products to CMT and EMT **(September 2018)**	**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).**
3.4		Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP[12] and building on good practice from Barnet Council[13] and Nottinghamshire County Council[14])	There is a recent history in the Council of some formal staff induction meetings, a consistent 'pack' and relatively sophisticated compulsory online training portal. There are recent examples, however, of staff not being on induction, and a history of staff not systematically enabling or coordinating the kind of induction that addresses the organisation cultural issues, role-modelling opportunities or consistent 'One-Council' messaging.	Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council. There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so. The new CEX is keen to run regular face to face sessions with the Leader as a welcome and introduction to BCC – this is work in progress.	All staff will receive a full induction to the council within 2 months of starting. (As of **September 2018**) Staff report (as part of survey) increased visibility of senior management	**Chief Executive and HR Director** 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) **Learning from other Local Authorities through on-site visits has begun. (August Update).**
3.5		A modern and fit-for-purpose workforce	Whilst an extensive and varied workforce, generally the workforce statistics are typified by a lack of turn-over, new skill-sets and experience outside of Birmingham. Recent examples of industrial disputes and archaic processes also highlight a culture of protectionism and lack of customer-focus.	A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: - - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeships and graduate development - Industrial relations processes and engagement	Completion of workforce plan **(September 2018)** Monthly monitoring of a new basket	**HR Director** Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development. The current People Strategy 2017-2020 will be updated to enable the newly approved Council Plan. (July Update) **Work has begun on the production of the renamed Workforce Strategy 2018-2020 and associated plans. (August Update).** **Organisational Health measures will be**

[12] Induction Factsheet - CIDP
[13] Barnet Council - Employee Handbook and Induction Checklist
[14] Nottinghamshire County Council - Employee Induction Guide

17

3	Managerial leadership				
Effective political leadership and managerial leadership, working as a constructive partnership.					
Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)**
			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	of internal 'organisational health' workforce measures **(October 2018 onwards)** Staff survey **(September 2018)** Most important measures Improved employee engagement and confidence. Improved sickness absence. Changed workforce demography. To better reflect the demography of the city Improved motivation and morale in employees. Leaders and employees are advocates for BCC.	**developed once the Workforce Strategy is agreed.** **Staff survey has been completed with a 26% return providing a baseline position. (Headlines attached).** **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. (August Update)**

4	Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.1	**An agreed City Vision and clear lines of accountability for areas of partnership activity.**	Historical failings in strategic and statutory partnerships are evident. For example, disintegration of relationships and pooled funding models in the STP; the failure of the H&WB to publish an annual public health report or domestic homicide reviews; lack of regular / active engagement in Local Resilience and Community Safety fora; lack of and over-arching strategic forum for Children and Young People's issues. There is no accountability and performance framework for outcomes delivered with partners. Initial discussions with partners 17 January 2018 embedded vision themes, secured a commitment to a shared outcomes framework and partnership structural review. Pre-election thematic discussions with partners developed an action plan for implementation of partnership changes. No formal city-wide partnership framework / adopted structure and no 'over-arching' partnership guiding activity strategically.	Further work with Partners implementing agreed review of partnership structures, priorities and aligned work programme towards owned partnership KPIs in support of the achievement of a shared vision. Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges. Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework. Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results.	Officer engagement with partners March-**June 2018** Political review, engagement and launch of proposed new partnership model June – **July 2018.** Implementation of changes following summer of engagement **(September 2018)** Formal adoption of a new partnership outcome and accountability framework (**April 2019**) Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – **January / February 2019.**	**Chief Executive and CMT** 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) 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) **Formal specification being developed with INLOGOV and the New Local Government Network regarding re-commissioning of stock-take report and extension of work into peer-engagement networks on areas of required improvement (August 2018 update)** **LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)**
4.2	**A revised Vision and Priorities for the Council**	A new vision, priorities and values statement was developed for the Council in 2016-17, however, this lost traction within the organisation due to turnover in Leader(s) and Chief Executive(s). For the 2018-19 budget, a delivery plan was created that loosely echoed the former vision and priorities statement.	Integrated planning, priority-setting and budgeting planned with CMT and EMT post-election – based on insight, the administration's manifesto and advice regarding service priorities / demand pressures. Following elections, Cabinet portfolios are changing to correspond with the new priorities. New Vision and Council Plan to be agreed by Cabinet.	Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. **(June 2018)** Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles **(July 2018 onwards).**	**Chief Executive and Leader** Council Plan in place and new Cabinet portfolios confirmed. (July Update). 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).**
4.3	Effective strategic performance management	There is regular performance reporting to Cabinet which has informed the Council's key priority areas for improvement. All KPIs are mapped back to the legacy Council vision and priorities. It is apparent, however, that the suite of KPIs currently in	Strategic review of performance framework required, in concert with production of Council Plan 2018-2022. This refreshed performance management framework will integrate priority outcomes and measures; service outcomes and measures; and	Revised strategic framework in place by **July 2018.** Monthly finance and performance reporting to CMT, EMT, and Cabinet commencing **July 2018.**	**CMT** Monthly performance and finance sessions underway – having begun in June 2018 – and reports shared with MHCLG and BIIP. (July Update)

4   Strategic planning, financial and performance management
Effective corporate and financial framework to ensure strategic focus, transparency and governance.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		use are not all outcome-focussed or comparable to core city or leading council norms and therefore it is not apparent how effective Council services / outcomes are or whether targets are challenging enough. This leads to a lack of peer learning, self-critique and performance stretch. Similarly, the Council's extensive improvement journey is not evident in the current performance framework – with a lack of proportionate actions that are aimed at shaping and driving change at an appropriate pace. The Council's plans and performance management processes do not overtly embed insight and intelligence, and nor does the performance cycle appear to be adaptable enough to inform in-year decisions, strategies, plans or resource deployment where adjustments are required.	governance / improvement plans with key priority areas for improvement along with milestones to monitor progress to be included in the new Council Plan 2018-2022. Future KPIs will be mapped back to the new vision and priorities. Monthly CMT and EMT will review reports and take action to address resource or performance-led interventions. Improvement block included in Council Plan. Revised Council-wide performance toolkit to provide peer examples, a culture of learning and clarity on definitions / standards (on issues such as data quality and reporting protocols.)	Integration of revised approach into business as usual and improvement plans **(September 2018)** Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019) Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)	Finance monthly reporting now refined and cycle in place for future reporting to CMT, EMT and Budget Board. **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).** Other actions in train (July Update).
4.4	Effective 'people performance' appraisal framework[15]	Currently misaligned and inconsistently applied performance appraisal system. Despite historically leading to performance-related pay increments, the model has limited quality assurance and no peer-validation or strategic talent management arrangements.	Strategic review of current appraisal system assessing 'best in class' public and private examples. Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.	Strategic review of current appraisal system assessing 'best in class' public and private examples. **(October 2018)** Revised performance appraisal system in place, embedded and delivering improved performance. (**April 2019, 2020 and 2021 trajectory)**	**HR Director and CMT:** CMT and HR Director have been discussing suitable performance measures at recent meetings. 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. 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).
4.5	Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies)[16]	Although core MTFS and budget documentation has been in place, the last three financial years have been typified by late / partial advice regarding options; lack of rigorous consultation; and failed implementation. This has led to a 2017-18 out-turn report drawing on substantial	Priority based budget approach to be deployed in early summer as part of the council planning process. Integrated preparation underway for Council plan, MTFS and budget cycle.	First cut of MTFS and budget in **August 2018** Final draft MTFS and budget / Early budget consultation **October 2018 – Feb 2019**	**Chief Finance Officer and CMT** On track (July Update) On target for early budget proposals by end of August, for member workshop in early Sept and final sign off late Sept for consultation (July Update)

---
[15] Performance appraisal factsheet (CIPD)
[16] Looking forward - Medium-term financial strategies in the UK public sector (CIPFA)

4   Strategic planning, financial and performance management
Effective corporate and financial framework to ensure strategic focus, transparency and governance.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		levels of reserves in order to balance the Council's budget – thereby undermining the efficacy of the Council's MTFS.	Robust MTFS and priority-led covering 2019-22.\n\nMonthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management position.\n\nClear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.\n\nA 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.	Improved rigour of reporting **September 2018** onwards\n\nImproved trajectory of use of reserves in 2018-19 out-turn report\n\nNo material concerns in external audit report **April 2019.**	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)\n\nExpectations 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)\n\nAudit Findings Report for 2017/18 **included S24 Statutory Recommendations and a qualified VfM opinion (August Update).**
4.6	Effective Capital Strategy (outlined by CIPFA)[17]	Linked to above MTFS and to revised Property Strategy	A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.\n\nA 'total view' of Council investment and Treasury management risk associated with legacy and new capital investments	Fully integrated Capital Strategy **(April 2019)**	**Chief Finance Officer and Economy Director.**\nCapital Board is established and is meeting monthly with clear ToRs and M3 reporting has begun to report on capital and investment but needed further developing. (July Update)
4.7	Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA)[18]	Risk registers exist for individual directorates and for the corporate organisation but need to be refreshed and more consistently applied for real-time management purposes\n\nRisk registers in the past have been perhaps too 'optimistic' in outlook – downplaying the risks and the challenges in managing and mitigating BCC's key risks and in effecting change	Co-ordinated revision of corporate and directorate risk registers and associated processes\n\nReestablishment of Corporate Governance Group to oversee high risk workforce issues	Revised structure and content of corporate risk register (October 2018)\n\nRevised structure and content of Directorate risk structures **(April 2019)**	**Chief Finance Officer and CMT**\nThis 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)
4.8	A fit-for-purpose and modern Industrial Relations Framework	Wholesale review of the Council's industrial relations framework in concert with workforce plan and HR service review\n\nThe learning from the Investigation and the Waste dispute costs, processes and impacts will be key here. The Equal Pay risks relate	a) Logistics and support\nb) Governance and meetings frameworks\nc) Style and culture\nd) Corporate management with members	Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018)\n\nAn industrial relations framework that enables the delivery of the	**Chief Executive and Leader**\n\nIn train – to discuss with BIIP and MHCLG (July Update)

---

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

4   Strategic planning, financial and performance management
Effective corporate and financial framework to ensure strategic focus, transparency and governance.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				Council Plan and MTFS (September 2018)	
4.9	Effective Legal and Governance Services	Need for different financial model to provide Legal Services. Very high expenditure on counsels' opinion and agency staff. Governance of mixed effectiveness – current review of Committee Services. Current review of Scrutiny Review of structure and setting new standards and functions currently underway.	Revised model for provision of Legal Services ready for consultation.	Model ready for consultation with a view to implement. **(September 2018)** Setting new standards and effective delivery of governance function, for example, reduced external costs, improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) **[April 2019]**	**City Solicitor** **CMT and EMT have been consulted and new model in operation from 01 August (August Update).**
4.10	Effective Financial Services	Need for more strategic approach to long-term financial planning Need for different culture and approach to day to day financial management and collaboration between corporate and service finance Structural review already undertaken and consulted on	Setting of new style and standards for financial management by finance officers Setting of new standards for financial management by service senior managers and training in them Putting in place of more reliable and more transparent financial reporting mechanisms Implementation to be undertaken	Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the corporate whole. [July 2018] Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019] Evident levels of transparency and plain English clarity in financial reporting Clear financial implications in all relevant report	**Chief Finance Officer** 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) 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) Reporting cycles and content have been reviewed and improvements made but this process will continue (July Update).
4.11	Effective Human Resources Realistic and robust operating model (for example, adopting learning from various models presented by CIPD)[19]	Implementation of revised operating model for HR/OD in completion phase Next phase of the whole HR system redesign commenced 1 May 2018. Staff exits commenced in autumn 2017, with over 1/3 of the team reduced.	Workforce Strategy needed and overhaul of how the Council does JNC recruitment Embedding and review of efficacy of new model	New model fully effective from September 2018. Continuous systems and process reviews [April 2019 onwards]	**Director of HR/OD** The new operating model for Human Resources became live on 1st March 2018, with spans and de-layering and a new organisational structure. The teams are now c70 head count less than last year. A whole service redesign commencing on 1st May 2018 to review all current processes

---
[19] Changing HR Operating Models (CIPD)

4	Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
					and practices. This will include strengthening the customer experience. This includes examining purpose; adding value; understanding capability and capacity and barriers to change. It is a redesign end to end following system thinking principles. There will be on-going continual improvement and skills transfer into the HR & OD teams so that they can be self-sufficient in the methodology used. Show and Tell sessions have taken place with the HR Leadership Team and managers with more planned regularly and throughout the summer. (July Update). **Director of HR now reports directly to the CX. (August Update)**
4.12	Effective ICT Service	Relatively new AD ICT Joint Venture with Capita in process of being dissolved New ICT management arrangements to be put in place	Council framework for prioritisation of ICT needs to be agreed by CMT with input from elected members Elected Members and CMT to confirm whether transition plan will continue in current format (as part of 2019-20 budget process) Deliver 2018-19 savings	Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018) First Phase Transition from Capita to the Council for April 2019 2019-20 savings target to be confirmed	**Chief Operating Officer, Assistant Director ICT** New service "Information, Technology and Digital Services formed" and new ICT management arrangements are in place Joint Venture with Capita has been dissolved New ICT Governance framework implemented Overall roadmap agreed for the implementation of the ICT strategy (now in second cycle of review and alignment to business priorities) New Contract governance with Capita Implemented Business Case for the Transition of services from Capita agreed at March 27th 2018 Cabinet Transition programme now established and resourced 2017-18 savings delivered (July Update)

4	Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
					August Update: **2018-19 Transition plan currently - on track** **Corporate ICT project Prioritisation - off track (focus on 2019-20 budget)**
4.13	Effective Procurement and commissioning	The current service is functional, but offers an opportunity for more savings through contract negotiation and a strategic commissioning approach. The Council is also seeking to deliver on ambitions around social value and enhancing the influencing role of the Council in shaping public and private sector spend across the city.	Service review to be undertaken in-year as part of budget and functional planning 2018-22. Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement. A forward plan of procurement activity with each directorate in place and continually challenged by the relevant Cabinet Member, CMT and Commissioning and Contracting Board.	Improved savings accrued from contracting and strategic commissioning processes. Improved Council performance in relation to 'social value' and local spend.	**Chief Operating Officer, AD procurement** **A review of the BBC4SR is being carried out to improve the process, enable improved achievement of relevant social value that delivers policy objectives and to provide greater transparency of the social value achieved. (August Update)** **Opportunity assessment to identify further savings is being concluded and a list of potential options to save money across directorates will be shared by 24th August. Development of Procurement Plans continues. (August Update)**

5	Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
5.1	Community Cohesion	Partner seminar held on 4 December 2017 Community Cohesion network being formed Proactive engagement with local partners / city exemplars taking place Hosted MHCLG working session and follow-up engagement on alignment between national, WMCA and local strategy New Community Cohesion Strategy being taken to Cabinet in **May 2018**	Continuing work on network Convening of Youth Seminar on cohesion Finalise strategy, engage group representatives and consult on draft strategy Ongoing engagement with MHCLG and WMCA	Draft strategy for May 2018 with final strategy in place for **September 2018** Implementation dates to be agreed. Approach to community dialogues and conference approach to learning / practice sharing to be in place by **November 2018** and then repeated on an annual basis thereafter. Suite of performance measures in development through research and national / local research **(Sept 2018)**	**Cabinet Member Community Safety and Cohesion and ACE** **Draft strategy out for consultation. Engagement and consultation is underway prior to 'white paper' being brought back in October. (August Update)** **Birmingham Partners facilitation group tasked with supporting a facilitation plan for the November 'summit'. (August Update)**
5.2	Equalities and Diversity	Equalities function now very small but transitioned into Policy to mainstream / embed support across the Council	Production of a new Equalities Policy for discussion Proactive review of impact around budget and other decisions – in concert with legal colleagues	Revised equality policy and associated evaluation framework to be in place by **December 2018**; alongside whole-system review of Council systems and processes.	**Assistant Chief Executive** **Council project group underway and reviewing best-practice and self-assessing against LGA framework. Dedicated SLT session planned for September 2018**

5	Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
					followed by policy / process review. Alignment ensured for new workforce strategy. (August Update)
5.3	Equal Pay	Council has paid out £millions in compensation for Equal Pay Council in discussion about future strategy on Equal Pay Cabinet recently approved Equal Pay Sub-Committee to take strategic decisions regarding the Equal Pay Strategy. The Corporate Governance Group has been re-established following the new Corporate Director Finance and Governance commencing in post.	Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.	Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in **August 2018.** Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.	**City Solicitor** Mitigating strategy has developed and will be consulted o. Will be in further consultation with the Equal Pay Executive Sub-Group in August 2018. (July Update)

6	City Partnerships				
Partnerships and key stakeholders					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
6.1	City-wide Partnership Framework	No formal city-wide partnership framework / adopted structure and no 'over-arching' partnership guiding activity strategically Analysis of developing partnership situation in reports to Improvement Panel 2015 onwards. Robust statutory partnerships in place Leader's partnership summit 17th January 2018 has begun discussion with partners and clarified next steps.	Further engagement with Partners implementing agreed review of partnership structures. Discussion about focus on city-wide objectives and shared values Consideration with key partners about way forward, based on shared accountability for achieving shared goals Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning.	Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners **(August 2018).** Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. **(October 2018)** Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results. **(October 2018)**	**Leader, Assistant Chief Executive** 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) 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) Other activity in train in advance of deadlines (July Update)
	Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge	Work started by new CEO Timetable to be added	Statement to be produced with partners and communicated and applied across the organisation and externally.	Building trust between the council and all our partners as tested by monthly 'temperature take' evaluation **framework (July 2018 onwards) and 6 monthly partner survey (January 2019).**	**Assistant Chief Exec.** Monthly temperature takes have commenced and will continue throughout the coming months. (July Update) Monthly temperature takes continue during August **(August Update).**
6.2	Children and Young People's Partnership	Currently no over-arching CYPP but preliminary work done on Partnership set-up.	Development of partnership options and consultation on model. Timescales TBA Agreement on how children at heart of Council strategy. Timescales TBA Completion of a CYP Plan to link into overall council strategies. Timescales TBA	Creation of a strategic 'home' for Children and Young People's issues in partnership and improved trust / joint working / risk and practice sharing across the CYP landscape.	**Director of Children's Services**
6.3	Community Safety Partnership	Partnership in process of being strengthened. Need for higher profile.	More consideration with partners of current strategy. Emphasis on Domestic Homicide reviews and linkages with other statutory partnerships. **No further update required**	Delivery of statutory responsibilities and improved outcomes against agreed performance framework. **No further update required**	**Place Director** Chief Executive, Assistant Chief Executive, Acting Corporate Director Place, Chair of Community Safety Partnership, Police representative and Chair of Children's' Safeguarding Board met on 10 July 2018 – governance and structure being reviewed and strengthened; arrangements for Domestic Homicide Reviews being reviewed. (July Update) **A later meeting with the Chair, police and**

6	City Partnerships				
Partnerships and key stakeholders					
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
					council representatives has taken place where it was agreed to review the governance strategy for Birmingham's Community Safety Partnership. **At the same some other work continues, for example the New Street Intervention Team is helping to build up a robust picture of the challenges facing the city over the next few years. It is looking at where future partnership working will be required to address problems such as: increasing use of psychoactive substances (e.g. Mamba) amongst the street community. Workshop planned in August reviewing DHRs.** **(August Update).** **See separate partnership report.**
6.4	Health and Well-being Board	Challenging CQC feedback around the functionality and governance of the H&WB A current clear agenda but needing to have work programme for health and social care improvement linked in more closely. Need for strengthening of profile and corporate attention. Need for stronger links to peer statutory partnerships and safeguarding leads	Concerted corporate direction with whole Cabinet about HWBB and STP. Delivery against CQC action plan. Revisions to membership, agenda and ways of working for H&WB	Delivery of statutory responsibilities and improved outcomes against agreed performance framework Evaluation of actions and improved outcomes against CQC action plan	<u>**Corporate Director Adult Social Care and Health**</u> **Membership has been enhanced with a wider range of partners now engaging with it. There is a forward plan for the HWB which ensures that the Health and Wellbeing Strategy priorities continue to be addressed as well as other key areas of development across the care and health economy.** **All partners are aware of the importance of increasing the link to the CYP Directorate. The HWB has requested regular reports on the development of services for children and young people and promoted the development of work on Adverse Childhood Experiences. (August Update). See separate partnerships report.**
6.5	Birmingham and Solihull STP Board	Board established and meeting regularly. Cabinet Member for Health and Social Care and the Corporate Director for Adult Social Care and Health have membership. STP priorities undergoing a refresh – Completion date TBA	Need to maintain engagement to promote integrated approach to health and social care services across BSol. Need to ensure appropriate links to Council's governance processes, Corporate and Directorate Business Plans and Budget setting processes. Need to increase link to CYP Directorate	Improved performance in line with agreed STP outcomes and evaluation frameworks.	<u>**Corporate Director Adult Social Care and Health**</u> **Progress is being made on an integrated approach to health and social care services across Birmingham and Solihull. The project boards for prevention, early intervention and on-going personalised support are all meeting regularly. (August Update). See separate partnership report.**

7	Communications and transparency				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** **(Green – complete / evaluated; Amber – on track; Red – off track)**
7.1	Community engagement – a consistent and fair approach to whole-city engagement.	Good progress being made in this area, e.g. ASCH currently undertaking coproduction to redevelop the model for day care provision for adults – with over 700 stakeholders participating to date; plans to consult on the new Cohesion Strategy as well as Localism green paper 'Working Together in Neighbourhoods'.	The new Council Plan will outline our commitment to genuine community engagement. Workforce Strategy will be developed to include a plan for genuine community engagement. Regular engagement with communities will include face-to-face and online communication about our progress against the corporate plan to reach citizens in all areas of the city.	Council staff and the public will have a shared understanding of our approach to genuine community engagement. Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice. Improved residents survey measures **(March 2019 results)**	**Director of Place and Assistant Chief Executive.** **Summer/Autumn of engagement on Green paper on Working Together in Neighbourhoods.** **Consultation on the Community Cohesion Strategy begun.** **Cabinet Members' roadshows in train. (July Update).** **First roadshow on 19 July at the Bournville Gardens retirement home.** **Paulette Hamilton, Tristan Chatfield, Jayne Francis and Sharon Thompson and the Leader attended.** **This was an informal drop in session with four whiteboards set up which covered the following areas:** **• What the city offers older residents in terms of opportunity and engagement** **• How the city responds to issues of social isolation and loneliness** **• How the council communicates and could communicate better with older residents** **• Concerns relating to funding and quality of social care** **These were used as prompts for the various conversations that took place.** **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)**
7.2	Communications that is strategic and consistent, and supports the	Centralisation of communications completed and new way of working and	Finalise strategic review of communications to support Council Plan priorities and clearer	Specific outcomes to be finalised with conclusion of review – to be	**Assistant Director Communications Chief Operating Officer**

7	Communications and transparency				
	Improvement Aim	**Current Status / Relevant Background**	**Required Action**	**Outputs/Outcomes**	**Lead / RAG status** (Green – complete / evaluated; Amber – on track; Red – off track)
	council's priorities	structure has been signed off by CLT and the Leader/DL, engagement with Trade Unions is the next phase before formal launch of consultation with staff. Alongside the restructure a new communications strategy is being developed to align with the work being done on the corporate plan. A specific internal communications strategy is in the final stages of completion and will be shared with CMT after discussions with the CEO.	'added value' of communications to service demand management and prevention Start the formal functional consultation Work with the development of the corporate plan to align the communications strategy Meet with CEO to agree draft internal comms strategy	monitored monthly thereafter. **(August 2018)**	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).
7.3	Effective Communications and Marketing	Communications functions in process of being consolidated with restructuring Previous peer analysis brought forward recommendations for improved digital engagement, social media policy and implementation. No agreed Communications and Marketing Strategy	Finalise Communications and Marketing strategy alongside strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention Restructuring to be completed Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet Implementation headlines and key milestones to be agreed Measures of success and evaluation proposals to be agreed		**Assistant Director Communications Chief Operating Officer** 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) Research completed on citizen perceptions and insight being used to shape the channels suggested to support the key campaigns. (July Update) Separate work being done on 2022 activity including tender for branding and visual identity. (July Update). **Review of communications offer taking into account budget and 2022 requirements (August Update 2018)**

Temperature Take – 15.08.18

Précis
From the second 'temperature take' with key audiences, the general feeling at present is that the Council is still early in its improvement journey with a long way to go. Common themes to come out of these conversations included the feeling that, although the Council is beginning to listen, it is not always rigorous, planned or transparent in how it runs its business.

However, while accepting these challenges that were posed by the initial starting point and current temperature, there was also a sense of optimism that things are moving in the right direction, and a sense that the conditions are right for the Council to make the most of current and future opportunities. As mentioned in the July temperature check, recent changes in roles and personnel (political and senior officer), tone, and honesty regarding the scale of the challenge were seen as highly encouraging. Similarly the enhancement of the Health and Wellbeing Board and the sense that suggestions from statutory partners would be listened to and acted upon are also encouraging.

Phil Jones – 09.08.18
- Overall – it does feel that 'the Council has turned a corner'; there is some optimism and regular meetings are taking place.
- The Council does need to recognise and take responsibility for its actions and importantly frame its communications accordingly.
- When taking the audit report to council it is important that the context and recommendations are fully considered.
- The recently published stocktake report gives assurance that things have/ are changing under the new regime and moving in the right direction.

Penny Thompson – 09.08.18
- Pleased that the work around Community Safety Partnership and Domestic Homicide Review has been taken forward and that the feedback was taken seriously and acted upon – "some good things have happened".
- "Now I feel that if I say something it is listened to".
- Can see the beginning of a learning culture but Communications and OD internally and externally are going to be key to new ways of working.

Cherry Dale – 10.08.18
- The Council feels more open than it has done in the last 30 years; key people including councillors are far more accessible and ready to listen and engage.
- Feels like adult safeguarding is in a more prominent position. There has been "a sea change for the better".
- DHR review – how do we ensure that recommendations turn into meaningful change for people? It is imperative that we make a real difference to women and men.
- Put together an overall "vulnerable people's strategy" rather than incrementally adding on strategies for different groups. This would pull things together, cover people of all ages and we could go for higher impact. "Do something more dramatic and courageous rather than adding more limpets on to the rock". The new City Partnerships Board could hold the ring on this.

Cllr. Robert Alden – 10.08.18
- Ongoing concern about the council's finances. Although it wasn't unknown, the contents of the Audit letter were depressing and it is too early to say if this year will be any different.
- Need to return to the practice of Scrutiny playing a role in policy development.
- Continued confidence in the new officer team and the development of the four year policy framework.

Councillor John Cotton – 17.10.18

- Little difference felt because we are in the holiday period. Some concern about the Elected Member engagement over the findings in the recent Audit letter. There should have been a bespoke communication to elected Members so that they understood the issues.
- The O&S review is bedding down. Most of the committees are working well at the moment.
- In the autumn, Councillor Cotton wants a clear view of what the role of Scrutiny in policy development will be. He wants Scrutiny to be more proactive, engaged at the outset, helping the Executive to narrow down policy options.