

**BIRMINGHAM CITY COUNCIL  
CORPORATE GOVERNANCE IMPROVEMENT PLAN**

**December Update 2018 (Updates in Bold)**

<b>1. Political Leadership</b> <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> <b>(Green – completed task not achieved outcome; Amber – on track; Red – off track) Latest Update in Bold</b>
1.1	Well-organised, stable and effective political groups.	<p>Formal self-assessments required by all political groups – with process and developmental changes formally captured and reported against. ACE to coordinate with Leader, Deputy Leader and Group Leaders.</p> <p>Collate summary of changes that have been made by political groups.</p> <p>Update to INLOGOV report to be commissioned in-year 2018.</p>	<p>Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in <b>August 2018</b>.</p> <p>INLOGOV update report as a year 1 stock-take evaluation in <b>September 2018</b>. Interim report deliverables to be provided <b>prior to March 2019</b>. Subsequent actions for years 2-4 to be identified.</p> <p>Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.</p>	<p><b>ACE with Group Leaders / Deputy Leader</b> Group secretaries have been engaged in the review processes with support from legal services colleagues (September 2018).</p> <p>Procurement complete. Start-up meeting arranged with NLGN and INLOGOV (November Update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kite mark process for 21<sup>st</sup> Century leadership (August 2018 update) The project is continuing. There is ongoing liaison with the LGA. BCC is formally involved in the pilot process. (November Update)</p> <p><b>The INLOGOV project has commenced and the LGA have agreed to integrate their ‘kitemark’ project into the same series of interviews and focus groups - which have been scheduled for early in 2019. An interim summary report will be available for the BIIP in February (December Update)</b></p> <p><b>Green pending Panel approval</b> <u>City Solicitor and Chief Whip</u> May and June 2018 member induction processes included detailed briefing on code of conduct (including social media protocols). Revised code of conduct, including social media guidance, being developed for inclusion in Constitution. Training to follow (October update).</p> <p><b>Revised code of conduct to be included in refreshed Constitution in April 2019 (December Update)</b></p>
1.2	<p>Effective, timely and balanced communication and engagement of all political groups.</p> <p>Effective and timely officer support into all political</p>	<p>A structured briefing programme to be offered for all political groups based on a robust, published forward plan.</p> <p>Formalise senior officer discussions with Group Leaders through monthly CEO 1-1 briefings with group leaders, ACE co-</p>	<p>Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. <b>October 2018</b>.</p> <p>Actions and changes to group leaders</p>	<p><b>City Solicitor / ACE in concert with Group Leaders / Deputy Leader</b> <b>Survey agreed with Group Leaders (October Update). Tying in survey to be complementary with the “Outside the Box” project. Survey circulated to members in December. Analysis to follow in January. (December update)</b></p>

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	groups of the Council.	<p>ordination of agenda and briefing pattern for joint group leaders and regular consideration at CMT.</p> <p>More emphasis on all-member sessions as part of / following medium-term induction plan.</p> <p>Review of role and terms of reference of CBM as part of constitutional review.</p> <p>Ongoing training for members around social media and internal communications networks to enable more agile provision of information.</p>	meetings effective from <b>July 2018</b> .	<p>Revised group leaders meeting cycle in place with structured agenda (July 2018 Update) <b>Completed Task</b></p> <p><b>On-going programme of member development underway with engagement of LGA _More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). This is amber pending the conclusion of the Member survey and further evaluation. A summary of LGA training and mentoring sessions will follow. (December update)</b></p> <p>Initial consultation completed as part of the LEAN review. Findings will feed into Scrutiny Inquiry into City Council meeting which has now commenced ((November update).</p> <p>Membership development plan has been initiated. There is ongoing implementation. Need to monitor attendance and quality (November Update)</p>
1.3	<p>Effective, modern governance and decision-making processes at Full Council and Cabinet in line with accepted best practice (learning from good practice and guidance identified by Solace and CIPFA)<sup>1</sup></p> <p>Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework.</p> <p>Modern and effective support</p>	<p>Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework <b>(June 2018)</b></p> <p>Changes to the policy framework to be agreed at Cabinet / CBM with a programme of policy review undertaken</p>	<p>Actions to be implemented and monitored monthly within municipal year 2018 / 19.</p> <p>New Council Plan and Performance Framework <b>(June 2018)</b></p> <p>Changes to the policy framework to be agreed at Cabinet / CBM <b>(July 2018.)</b> Gap analysis against policy framework (reviews) to be undertaken <b>quarterly</b></p> <p>Complete the constitutional review</p>	<p><b>Council Plan and associated measures agreed at June 2018 Cabinet meeting. EMT workshops in advance helped to build wider understanding, collaboration and ownership across Cabinet.</b></p> <p><b>City Solicitor</b> Policy framework agreed at Full Council in May 2018.</p> <p><b>City Solicitor</b> <b>New Constitution under review; for Group Leaders/Committee</b></p>

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

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	functions to underpin the decision-making process.	<p>against the revised framework (ongoing 2018-19).</p> <p>Complete the constitutional review</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p>	<p><b>(September 2018)</b></p> <p>Complete the report structure review <b>(July 2018)</b></p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes <b>(September 2018)</b></p> <p>Monitoring of reduced late reports (monthly)</p> <p>Annual survey of councillors to establish satisfaction with decision-making processes.</p>	<p><b>Review September 2018.</b> New report template issued for use at November Cabinet onwards (September update)</p> <p><b>City Solicitor</b> New process for Cabinet designed, agreed by CMT on 23.07.18. New process underway, training underway, new Corporate Clearance occurring for each Cabinet meeting (September Update).</p> <p>LEAN review of City Council – consultation complete, findings to feed into Scrutiny Inquiry into the City Council meeting (October update)</p> <p><b>Scrutiny Inquiry into the City Council LEAN review underway, on schedule to report to City Council in April 2019 (December Update)</b></p> <p><u>Green pending Panel review</u> <b>City Solicitor</b> Underway; New Cabinet ‘clearance’ process will make late reports a real exception with better dialogue with O&amp;S and opposition leads. (December update)</p> <p><b>City Solicitor</b> <b>Survey now underway – closing date 11 January 2019)</b></p> <p><b>City Solicitor / Assistant Chief Executive</b> Consultation has closed for the review of Leader / Cabinet Office with agreement from all parties. Implementation planned for September 2018. (August 2018 update). Implementation of VR and related HR processes underway throughout September – November 2018 in advance of 2019-20 financial year. (October 2018 update)</p>
		Complete service reviews of the Democratic Services and Cabinet / Leader support functions to ensure modern and effective ways of working <b>(September 2018)</b>	External audit letter to highlight no	

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		<p>Cross-party and pan-committee agreement on the nature of business to be brought to Council.</p> <p>Agreement to paper free arrangements except for visitors. Committee Services to stop using blank pages. Only print the agenda and reports, not the minutes of the last meeting.</p>	<p>material concerns re timeliness and probity of decision-making (<b>March 2019</b>).</p> <p>Report to CBM mapping out proposed nature of business to Full Council (<b>September 2018</b>) in line with O&amp;S work programme, policy</p> <p>Reduced paper arrangements in Report to CBM mapping out the proposed nature of business to full council (September 18) in line with O&amp;S work programme, policy framework and council plan</p> <p>Reduced paper arrangements in place (<b>November 2018</b>)</p>	<p><b>City Solicitor</b> Tracker and monitoring of full council decisions and cabinet decisions now in use. City Council/CBM forward plan now in use. Work to further populate the policy framework is ongoing (July Update).</p> <p><b>City Solicitor</b> Paper agendas and reports no longer circulated, members offered training on making best use of new devices, and first Council meeting to be “paperless” was 06 November 2018. (November Update)</p>
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) <sup>2</sup>	Implementation of O&S changes	O&S review actions undertaken and / or report back to Full Council ( <b>September 2018.</b> )	<b>City Solicitor</b> The Leader reported to the Co-ordinating O&S Committee on 27 <sup>th</sup> July along with tracker of progress against recommendations. The recommendations are on track. The next update is to CMT in November 2018. <u>(September Update)</u>

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

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		<p>Forward planning workshops for the new O&amp;S oversight committee (chairs committee) with formal engagement with all group Leaders.</p> <p>Utilisation of O&amp;S for policy development purposes.</p> <p>Each committee to engage peer councils in elements of work programme during 2018</p>	<p>Genuinely integrated O&amp;S work planning in light of the Council Plan and priorities <b>(September 2018)</b>.</p> <p>Robust programme of Scrutiny activity with flexibility for well-organised topical work <b>(September 2018 onwards)</b></p> <p>Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.</p>	<p><b>City Solicitor</b> The O&amp;S Committees have developed work programmes following meetings with Cabinet Members and following Council Plan adoption in July. Focusing on key priorities. <b>(August Update)</b>.</p> <p><b>Session held with the co-ordinating committee in June 2018 (along with private chair briefing) to ensure alignment between Council Plan / Improvement plans and the activities of committee(s). Leader and Deputy to regularly engage committee to ensure alignment. Monthly sessions now underway with Leader / Deputy and Co-Ordinating Committee to ensure scrutiny and co-ordination arising from monthly BIIP-MHCLG-BCC meetings. (August / September 2018 updates)</b></p> <p><b>LGA peer mentoring arrangements for Cabinet Members and Audit Committee chair agreed with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&amp;S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (October Update). Impact of the mentoring to be evaluated.</b></p> <p><b>December update</b> <b>The first of 2 workshops with Scrutiny Chairs to agree the KPI's required by each committee to ensure the information they receive and utilise enables them to identify and focus on key priorities or issues. The 2<sup>nd</sup> workshop is scheduled to take place on 28 Jan 2019</b></p>

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1.5	Depth of understanding of governance rules and standards, including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA) <sup>3</sup>	<p>Extensive, ongoing new member development programme required including:</p> <ul style="list-style-type: none"> <li>• Induction</li> <li>• Information</li> <li>• Guidance</li> <li>• Peer support</li> </ul> <p>Elected Member mentoring programme and evaluation of its impact.</p> <p>Ongoing LGA, professional body and peer working required challenging and assuring the BCC governance arrangements for / throughout the 4-year term.</p>	<p>Member Induction and Development Programme on offer for all Members <b>(May 2018)</b>, including dedicated sessions on 'governance'.</p> <p>Rolling-programme of induction and briefings <b>(June – September 2018)</b>.</p> <p>INLOGOV update report as a year 1 stock-take evaluation <b>(September 2018)</b> to identify that members have a good understanding of the governance rules and standards.</p> <p>Reduced standards committee referrals. <b>(March 2019)</b></p>	<p><b>HR Director / LGA Principal Advisor (WM)</b></p> <p>A 3 day induction over May and June was provided to new and previous elected members as welcome/welcome back. This has been really well received with feedback provided. Elected Members had made reference to the checklists provided being a great aid memoire and that the planning and layouts of the events has been well thought through. Market places are in the calendar to occur before Full Council meetings to provide updates on a more informal basis throughout the year. A calendar of training and learning events is being planned and underway. (July Update).</p> <p>We have taken a new approach to Member Development and introduced a tri approach. Legal Services are the lead supported by ACE and HR Director so that policy, training and governance are linked. (July Update). Member Development Strategy produced. New cross party Member Steering Group initiated and met on 7<sup>th</sup> November 2018. (November update)</p> <p><b>Project commenced at the beginning of November following start-up meeting (December Update)</b></p> <p><b>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kite mark process for 21<sup>st</sup> Century leadership (August 2018 update). The project is continuing. There is ongoing liaison with the LGA. BCC is formally involved in the pilot process. (December Update)</b></p> <p><u>City Solicitor</u> New revised Code of Conduct and Procedure currently circulated for consultation. All Group Leaders advised that complaints must be allowed to be handled in Group (27.06.18). New Code to be included in new Constitution (September update)</p>

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

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			Structured LGA partnering programme in place for all key political post-holders	Negotiations on-going with LGA regarding peer mentoring arrangements.
1.6	Appointments to outside bodies  (working with the LGA principal advisor to assess effective national exemplars)	Deputy Leader guiding a process of review with support from City Solicitor - reviewing what Council appoints to and why, how we manage relationships and degree of support & training to mitigate risk for councillors and officers sitting on third party boards.	Initial AGM appointments confirmed <b>(June 2018)</b>  Wider representational roles amended <b>(September 2018)</b>  Third-party training in place <b>(September 2018)</b>	<b>City Solicitor / Deputy Leader</b> Group Company Governance Cabinet Committee now meeting monthly /6 weekly and annual work plan currently being refreshed to include reporting to next Committee in November 2018. ( September Update)  <b>Green pending Panel review</b>  Two 'third-party' training and development workshops for elected members took place as part of members induction. (July Update)



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1.7	Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21 <sup>st</sup> Century Public Servant <sup>4</sup> and 21 <sup>st</sup> Century Public Councillor <sup>5</sup> research)	<p>A comprehensive and transparent view of the Council's improvement journey needs to be understood and 'owned' by the new administration and the new senior officer team.</p> <p>An independent review on governance of waste services is underway.</p> <p>Member and officer development programme on the range of roles of a councillor:</p> <ul style="list-style-type: none"> <li>• What the Council is and does</li> <li>• What being on outside bodies means</li> <li>• Other appointments</li> <li>• Community roles</li> <li>• Partnership roles</li> <li>• Strategic governance and scrutiny roles</li> </ul> <p>Regular meetings of Leader and Deputy Leader and Chief Executive</p>	<p>All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. <b>(May 2018)</b></p> <p>Waste review findings implemented</p> <p>INLOGOV update report as a year 1 stock-take evaluation <b>(September 2018)</b> to identify improvements in role definition. Interim report deliverables to be provided <b>prior to March 2019</b>.</p> <p>Refreshed staff survey and improved results <b>(September 2018)</b></p>	<p><b>Chief Executive and Leader</b> Initial induction processes complete with particular emphasis on standards, governance and roles / responsibilities. Follow-up sessions on 21<sup>st</sup> Century Public Servant and role of ward-members to follow. (July Update) More detailed report provided to BIIP / MHCLG for October monthly meeting <b>(October Update)</b>. The project is continuing. There is ongoing liaison with the LGA. BCC is formally involved in the pilot process. (November Update) <b>Focus groups and interviews now being set up to take place Dec-Jan as highlighted previously. (December Update)</b></p> <p><b>Chief Executive and Leader</b> Third-party independent waste review nearing completion. Discussions ongoing between Leader / Chief Executive and BIIP regarding next steps with the Waste review findings. <b>(September Update)</b> Final amended report received and agreeing a plan for the publication of the report (November Update)</p> <p><b>Assistant Chief Executive</b> LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kite mark process for 21<sup>st</sup> Century leadership (August 2018 update). The project is continuing. There is ongoing liaison with the LGA. BCC is formally involved in the pilot process. (November Update). <b>As highlighted, (focus groups and interviews now being set up to take place Dec-Jan (December update)</b></p> <p><b>HR Director</b> Staff Survey went live 2 months earlier than planned on 3 July 2018 and closed on the 20 July, with paper returns received up to 27 July. 26% of the workforce responded (significant increase from 12.5% in 2016). Early results shared w/c 6 August with CMT and all staff. An ELT session is scheduled for 15 August and staff workshops ran during Aug/Sept to explore further and to develop "involved" solutions. Headline report was attached at the August Update. Action plan being</p>

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

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

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		Structured programme of joint EMT & CMT workshops to generate the four year council plan, performance framework and budget.	Efficient and effective forward planning process with appropriate preparation / quality assurance of report risks / implications in good time – in line with the formal Forward Plan (July 2018 onwards)	<p>developed which involves each Directorate and managers holding team meetings to discuss the Staff Survey and a corporate communication to this effect was issued in September 2018. (September Update) Following corporate communication from Chief Executive in September, managers are meeting with their teams to have local discussions and engage re actions required to address the feedback from staff.</p>
		Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions	We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements.	<p>May / June workshops in advance of June Cabinet complete, culminating in agreement of a Council Plan and associated measures.</p> <p>Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update) In addition a Budget Engine Room has been a dedicated agenda for the Council Management Team. (November Update)</p> <p>New Forward Planning arrangements in place for CMT and EMT, with weekly review through a new integrated officer group. (July Update). This is working well (November Update)</p>
			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 /	<p>Review of partnership activity undertaken March – June with specific implications for H&amp;WB, CSP and Safeguarding Boards now being implemented. City Board met in September 2018 with follow-up meeting planned for December 2018. Monthly ‘temperature take’ calls inform Corporate Governance Plan updates (October Update). . <b>Partner input to December BIIP / CLG meeting will ‘book-end’ this position statement for the year. (December Update)</b></p> <p>Deputy Leader member development / review process on-going. Member development update provided above. (July Update) As stated above, a 3 day induction over May and June was provided to new and previous elected members as welcome/welcome back. This was well received (with feedback provided). Elected Members had made reference to</p>

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		<p>The Deputy Leader will continue to undertake exit interviews and gather information from previous members of what went well and what can we learn from. Similar such processes are required for senior/non-senior staff exits and interim officer feedback.</p> <p>Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21<sup>st</sup> Century Councillors and Officers – including a session purely on this as part of the Member Development Programme</p>	<p>had an impact. <b>(September 2018)</b></p> <p>On-going development programme for officers, co-ordinated by OD team on behalf of Council Management Team. <b>(July 2018 onwards)</b></p>	<p>the checklists provided being a great aid memoire and that the planning and layouts of the events has been well thought through. Market places are in the calendar to occur before Full Council meetings to provide updates on a more informal basis throughout the year. A calendar of training and learning events is being planned and underway. (July Update).</p> <p>We have taken a new approach to Member Development and introduced a tri approach. Legal Services are the lead supported by ACE and HR Director so that policy, training and governance are linked. (July Update). Member Development Strategy produced. New cross party Member Steering Group initiated and met on 7<sup>th</sup> November 2018. (November update)</p> <p>More detailed report provided to BIIP / MHCLG for October monthly meeting <u>(October Update)</u>.</p> <p>Member views on the induction / programme to form part of the Annual Member Survey (October update)</p> <p>JNC Restructure proposals launched July 2018; this will see recruitments and selection activity over the next few months. It is planned to undertake individual and team assessments once this is in place, to understand and utilise our collective strengths. <u>(September 2018)</u>.</p> <p>Consultation feedback received. Chief Executive and HR Director undertaking formal individual consultation meetings with JNC Chief Officer. <u>(October Update)</u></p> <p><b>Restructuring process on-going with final proposals agreed discussed with Trade Unions and elected members. Communications shared with the effected JNC cohort and recruitment processes now underway. (December Update)</b></p>

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1.8	True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU; <sup>6</sup> Councillors Commission) <sup>7</sup>	Strategic review of equality and diversity across all levels of the Council's operations – learning from good practice from across the country (e.g. Coventry) – and benchmarking the degree to which the Council is representative in terms of characteristic groups, 'place' and social mobility / cohesion.	Clear equality plan for the Council in place, and actions underway ( <b>October 2018</b> )  A more representative Cabinet and engaged body of councillors in consideration of wider diversity and	<b>Chief Executive and Leader)</b> <b>ELT workshop undertaken and self-assessment complete against Local Government Equalities Framework. Equality objectives and action plan to follow in October with due consideration by EMT. Extensive workforce equalities analysis complete and ready for publication. Staff networks reconvened with strategic group and new HR lead support. CMT / EMT papers in train for January to launch new corporate approach to equalities.</b>

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

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

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		<p>Implementation of Women's Leadership actions.</p> <p>Constructive response to the WMCA Leadership Commission findings.</p>	<p>equality around different political groups. <b>(June 2018)</b></p> <p>Implementation of Women's Leadership actions. <b>(September 2018)</b> Evaluation against criteria for success agreed at the start.</p> <p>Constructive response to the WMCA Leadership Commission findings. <b>(July 2018)</b></p>	<p><b>(December update)</b></p> <p>Cabinet is now more representative from a gender and BAME perspective. (July Update).</p> <p>Green pending Panel review <b>Assistant Chief Executive and Deputy Leader</b></p> <p>WMCA Leadership Commission events have taken place in September and October, with the Council an active participant and committed to supporting three key next steps – a) firm policy pledges; b) peer-to-peer support; and c) contribution to a repository of regional good practice. Group Leaders agreed future consideration of Fawcett findings at Full Council planned for December 2018. Special EMT session planned around women's leadership actions in advance of Full Council (October 2018 update)</p> <p><b>Women in Leadership strategy and action plan was agreed at full council in December. Actions underway (December update).</b></p>
1.9	<p>The Council should prioritise local leadership and neighbourhood empowerment.</p> <p>Redefinition of the Community Councillors' role with emphasis on neighbourhood convening and local leadership (for example, taking learning from leading practice as identified by the LGA to involve and understand residents)<sup>8</sup></p>	<p>The Council should develop a compelling policy response to the O&amp;S review into local leadership.</p> <p><b>A minimum offer for support around Ward forums and Ward Plan has been put in place. Consideration is being given through the budget process as to the relative priority of investment in this area.</b></p>	<p>'Green Paper' Working Together in Neighbourhoods (July 2018) <b>'Localisation' policy paper adopted by Cabinet in March 2018</b></p> <p>White Paper' Working Together in Neighbourhoods <b>(October 2018)</b> and implementation plan (ongoing).</p> <p>Green paper covers the development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals</p>	<p><b>ACE and Place</b> <b>Green pending Panel review</b></p> <p>Green Paper endorsed by Cabinet in March 2018 and 'summer of engagement' underway to derive feedback and inform development of a new localism model. Process being actively led by the new Cabinet member with proactive officer and project management support. Engagement sessions happening throughout city in September. Cross Party Working Group (including external parties NALC, Locality, RSCTC, Frankley PC) now established and meeting in October to review the initial feedback on the consultation. Cabinet Report on new policy for Working Together in Neighbourhoods. <b>Reviewed by O&amp;S in December as a pre-decision piece of scrutiny. Cabinet report planned for January (December update)</b></p> <p>A new process to support members to facilitate up to 6 meetings per ward per year and to support Ward Plans has</p>

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

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		<p>Implementation of a new case management system</p> <p>Member and officer development programme on the range of roles of a councillor</p>	<p>(2019-2020)</p> <p>Implementation of a new case management system <b>(September 2018)</b></p> <p>On-going development programme for Cabinet Members over the next four years. <b>(July 2018 onwards)</b></p>	<p>been instigated. <u>(September Update)</u></p> <p>The white Paper to cabinet in January and we have developed it through cross party working and discussed at Co-ordinating Overview and Scrutiny.</p> <p>The new case management system has gone live on a pilot basis 14 members across two parties now using the case management system. Learning from the pilot will be used to inform the wider roll out in the Autumn. (August Update). Completed the lessons learned in November. Points to be brought forward in the roll-out for December.</p> <p><b>December update</b> <b>A report will go to January CMT to discuss and agree options to increase take up by members, outside the changes identified in the November lessons learnt workshop. After which an action plan will be implemented to increase take up, which has not progressed since go live</b></p> <p>See 1.7 More detailed report provided to BIIP / MHCLG for October monthly meeting <u>(October Update)</u> <b>Lessons learned from the deployment activities and provision so far will be fed into the forward planning. (December Update)</b></p>
1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making.	<p>Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress.</p> <p>Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham.</p> <p>The Council's performance framework will be extensively reviewed. Something needs to be said about the existing framework not being sufficiently self-</p>	<p>Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. <b>(June 2018)</b></p> <p>The Council will make improvements in key priority areas. (Monitored monthly)</p>	<p><b>Chief Executive and Leader</b> Council Plan agreed by Cabinet in June 2018 and improvement planning arrangements published in June 2018. (July Update).</p> <p><b>Green pending Panel review</b> <b>Deputy Leader and CMT</b> Improvement plans integrated into monthly performance and finance monitoring cycles. Performance briefing undertaken with BIIP with a further workshop now undertaken with BIIP following first 'cut' of Council Plan performance framework to</p>

<b>1. Political Leadership</b> <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> <b>(Green – completed task not achieved outcome; Amber – on track; Red – off track) Latest Update in Bold</b>
		<p>challenging or sufficiently priority focused and outcome focused. There has been a tendency in the past toward highlighting positive progress while under-reporting and inadequately owning and addressing poor performance, BCC's extensive challenges and significant risks.</p> <p>Data from resident surveys are used in our early priority planning in the summer so that residents' priorities are reflected.</p>	<p>Early and comprehensive engagement process for the MTFP and 2019-2020 budget <b>(October 2018)</b></p>	<p>September Cabinet. A range of recommendations made and follow-up workshop planned for January 2019 (October Update).</p> <p>Budget workshops help with the Extended Leadership Team and monthly meetings in place with all Directors and Cabinet Members to track delivery of spending plans in-year within agreed financial envelope. (July Update)</p> <p>Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update)</p> <p><b>The Budget consultation document was agreed by Cabinet on 13 November and the formal consultation was launched running until 31<sup>st</sup> December. (November Update)</b></p> <p>Data from the residents' survey, plus detailed demographic analysis informed the planning stages for the council plan in June. (July Update). And as background to the City partners meeting <b>(September update)</b></p>

<b>2 A Modern and Progressive Organisational Culture</b> <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
2.1	Tackling defensiveness	Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.	We will have a genuine understanding of where we are and what needs to change (June 2018) and we are willing to be consistently explicit and honest about this with residents and other stakeholders	<b>Chief Executive and Leader</b> Monthly temperature checks continue to test the perception is that the council is more open and transparent. INLOGOV and NLGN project will provide a third-party challenge and capacity for culture change initiative (October update)
2.2	<p>Taking personal responsibility and owning any problems, challenges and poor performance</p> <p>Embedding a Learning Organisation approach – i.e. proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency</p> <p>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</p>	<p><b>Workforce Strategy will be developed to continue to encourage a culture of lead officers taking responsibility and demonstrating? accountability for the results of the organisation</b></p> <p>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</p>	<p>The council won't operate on a 'blame culture' basis and officers will instead be confident owning problems, challenges and poor performance.</p> <p>The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018]</p> <p>The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute</p>	<p><b>HR Director</b> Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development.</p> <p>The current People Strategy 2017-2020 has been updated to enable the delivery of the newly approved Council Plan.</p> <p>Work continues in preparation for the launch of the renamed Workforce Strategy 2018-2022 and associated Workforce Plans which will be on schedule to be completed by mid-September</p> <p>An engagement session was held with the Extended Leadership Team on 12<sup>th</sup> September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24<sup>th</sup> September 2018. (September Update)</p> <p><u>Engagement and input into the Workforce Strategy</u> Portfolio Holders Resources and Equalities - September and October 2018 Equality Working Group – through the summer and on-going Chair Resources Overview &amp; Scrutiny - 5th September Extended Leadership Team - 12th September Trade Union colleagues - 17th September Attended Overview &amp; Scrutiny -20th September regarding culture change and introduction of ERP system - webcam available - good feedback regarding leadership, culture change and transformation BIIP session with the panel and received feedback- 24th September Council Management Team - 24th September</p> <p>Revisions made to Workforce Strategy following feedback received from sessions as outline above in September update,</p>



<b>2 A Modern and Progressive Organisational Culture</b> <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
				<p>An executive summary; research document and outline implementation plan produced. Discussions held with elected members and portfolio holders for Resources and Equalities re their input and feedback.</p> <p>Revisions made to Workforce Strategy following feedback received from all sessions as outlined above in September update,</p> <p>Discussion session held with BIIP on 7<sup>th</sup> November 2018. (November Update)</p>
2.3	Role modelling of BCC values, new culture and new ways of working	<p>The values and behaviours are key components that will be included in the new Workforce Strategy.</p> <p>The new CEO will drive forward changes to culture and new ways of working, which will underpin the new Workforce Strategy.</p>	<p>All BCC staff are confident in their understanding of the Council's values and behaviours.</p> <p>Lead officers are good role models of the Council's values and behaviours, and the new culture and ways of working.</p> <p>Clear expectations of leadership, culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy.</p> <p>[Culture dashboard – September 2018]</p>	<p><b>HR Director</b> Council Management Team, Elected Members Team and Extended Leadership Team are championing the role of culture change. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the 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).</p> <p>Discussions have taken place with the Chair of Resources Overview and Scrutiny regarding Culture Change and a joint presentation took place on 20<sup>th</sup> September at O&amp;S for the Corporate Director Finance &amp; Governance, HR Director and Assistant Director ICT&amp;D regarding transforming BCC. The committee to follow up in the new year (October 2018 update)</p> <p>This will be a key focus on implementing the Workforce Strategy as everyone contributes to the values and behaviours, which isn't always appreciated. It is not something that HR &amp; OD can fix and takes time to embed new ways of working. The Extended Leadership Team are working closely with HR &amp; OD in developing leadership qualities and this is identified in the Workforce Strategy Implementation plan. Work is on-going to work as one collaborate team. There is a dedicated session on 14<sup>th</sup> November for the Extended Leadership Team on reflective practice and behaviours. (November Update)</p>

<b>2 A Modern and Progressive Organisational Culture</b> <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
2.4	Tackling avoiding making difficult decisions and having challenging conversations	Workforce Strategy will include continuing to promote a culture of resilience and transparency, especially in challenging contexts.	Councillors and officers will be confident in making difficult decisions and having challenging conversations. [Culture dashboard – September 2018]	<b>Chief Executive and Leader</b> 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).  Further difficult decisions will be taken as part of the ongoing budget process. E.G freeze on non-essential spend ( <u>October Update</u> )
2.5	Collegial working – a one-council approach is needed.	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. <b>[Culture dashboard – September 2018]</b>	<b>CMT</b> In train. Evidence in the EMT priority based budget workshops. (July Update) Open and Transparent talking, team work, ownership and accountability are a constant theme through CMT discussions. An example of collegial working is the recent discussions by a Council cross working group from a number of different Directorates all working together on some key challenges facing BCC. ( <u>September Update 2018</u> )  Work is on-going to work as one collaborate team. There was a dedicated session on 14 <sup>th</sup> November for the Extended Leadership Team on reflective practice and behaviours. (November Update)
2.6	Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working.	Effective use of data in planning 4 year Council Plan.	Regular insight, intelligence and policy 'products' that provide purposeful <i>analysis</i> to inform CMT and EMT decision-making to enable and support continuous improvement. <b>(July 2018 onwards)</b>	<b>Assistant Chief Executive and Chief Operating Officer</b> Data and insight on the state of the city and residents' views were used to develop the council plan priorities. A similar product is being used for the city partnership board in September. Functional changes proposed in CEO restructure to strengthen this functionality. (August Update). ). Some changes made to performance reporting with further improvements to be implemented. Four cross sector state of the city workshops are planned to inform policy making through the use of data and insight. <b>The first of these workshops on the Economy has been held which was felt to be successful in terms of information sharing and collaborative working. Further are planned for January (December Update)</b>

<b>2 A Modern and Progressive Organisational Culture</b> <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 &4. This will include staff, member and stakeholder feedback. (September 2018)	
2.7	Optimistic staff attitude	<p>Development and training</p> <p>Continue to promote a positive culture</p> <p>Regular dedicated sessions at CMT, ELT and engagement with the whole workforce.</p> <p>The new CEO provides weekly bulletin to all staff and members.</p>	<p>Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement. [Culture dashboard – <b>September 2018</b>]</p> <p>CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in year 1 2018-19.</p> <p>More personal touch to staff awards by CEX and Leader and this will be done on site at the employee's place of work for recognition of job</p>	<p><b>Chief Executive and CMT</b></p> <p>Workforce strategy / culture dashboard in train. (July Update). Workforce strategy complete. Going to CMT on 24 September. (September Update).</p> <p>Extended Leadership Team is championing the role of culture change. Engagement sessions on much wider basis have taken place. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that 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. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3 (October Update)</p> <p>Work is on-going to work as one collaborate team. There is a dedicated session on 14<sup>th</sup> November for the Extended Leadership Team on reflective practice and behaviours. (November Update)</p> <p><b>Improvement over the last few months; CMT is stronger and gelling better; the leadership managerially and politically is pulling in the same direction; positive feedback from members and staff to the CX's weekly bulletin; CMT road shows with staff have been enabled wider engagement and communication; people fed back how proud they were to work for BCC. Improved CMT communication and transparency. (December Update)</b></p>

<b>3 Managerial leadership</b> <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> <b>Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.</b>				
	Improvement Aim	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	Senior officer development programme including: <ul style="list-style-type: none"> <li>• Induction</li> <li>• Information</li> <li>• Guidance</li> <li>• Peer support</li> </ul> Dedicated ELT development sessions on good governance and new, structured approach to strategic ELT topics with emphasis on peer learning.	Revised induction and development programme underway ( <b>by October 2018</b> ).  External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)	<b>Chief Executive and CMT</b>  <b>The Chief Executive is fully involved in the planning for staff inductions. She is keen that the inductions are for new and existing staff rather like the Members' "Welcome/Welcome Back" detailed earlier. There is a session planned for January which will be an all staff session. We will be concentrating on new starters, but the engagement is with all staff. There will be online material which is modular based and paper versions for staff who do not have access. (December Update)</b>
3.2	Chief Officers' communication, engagement and collegial working (for example, LGA's recommendations for improving internal communications will be used to inform our approach) <sup>9</sup>	Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items.  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)	<b>Chief Executive and CMT</b>  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).  Improved policy products now regular slots at CMT, including the consultation tracker; the policy bulletin; regular strategic policy briefings Yammer, social media, CEO updates all now BAU.
3.3	Comprehensive and transparent advice to Elected Members to support effective decision-making	Establishment of forward plan and rigorous application of renewed CMT discipline – with cross-functional debate and risk / professional assessment prior to advice being formally provided to elected members (through Cabinet portfolio briefings or EMT.)  Implementation of a revised budget and performance board, with monthly updates provided with transparency around any	Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. ( <b>July 2018</b> )  Improved transparency of Budget and Performance Board updates and decisions.	<b>Chief Executive and CMT</b> 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).  Green pending Panel review 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). Performance Workshop held in October 2018.

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

<b>3 Managerial leadership</b>				
<i>Effective political leadership and managerial leadership, working as a constructive partnership.</i>				
<b>Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.</b>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
		<p>changes / decisions required.</p> <p>More proactive senior officer involvement in O&amp;S processes –including engagement in development of O&amp;S work programme, and then senior officer support to O&amp;S chairs to challenge policy development and advice / scrutiny of policy implementation.</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p> <p>Improved evidence and insight underpinning officer advice and options / implications presented to elected members.</p>	<p><b>(July 2018)</b></p> <p>Actions arising from O&amp;S review to be implemented. (September 2018)</p> <p>LEAN review of Council and Cabinet decision-making cycle and implement changes <b>(September 2018).</b></p> <p>Review of insight and intelligence functions and products to CMT and EMT <b>(September 2018)</b></p>	<p>O&amp;S cycles of meetings complete with pro-active Cabinet and CMT member involvement in all sessions.</p> <p>Lean review and insight functional review in-train</p> <p>Restructure proposal out to consultation with proposed integration of policy, Public Health analytical capacity and performance / insight functions. New Head of Research and Programmes appointed in June 2018. (August Update). Consultation closed process on-going (October Update)</p>
3.4	Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP <sup>10</sup> and building on good practice from Barnet Council <sup>11</sup> and Nottinghamshire County Council <sup>12</sup> )	<p>Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council.</p> <p>There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so.</p> <p>The new CEX is keen to run regular face to face sessions with the Leader as a</p>	<p>All staff will receive a full induction to the council within 2 months of starting. (As of <b>September 2018</b>)</p> <p>Staff report (as part of survey) increased visibility of</p>	<p><b>Chief Executive and HR Director</b> The Chief Executive and HR Director have met to discuss Employee Induction, with the new Chief Executive sharing ideas that she has observed have worked well in other authorities and combining this with the experience of the HR Director – a new approach will be introduced which will be much more personal and provide a combination of learning, i.e. mixture of face to face; e-modules and networking opportunities to lean. (July Update)</p> <p>Learning from other Local Authorities through on-site visits has begun and will be continual to compare and inform BCC's approach. Induction was discussed at ELT on 12<sup>th</sup> September during the Workforce Strategy session</p>

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

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

<sup>12</sup> [Nottinghamshire County Council - Employee Induction Guide](#)

<b>3 Managerial leadership</b> <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> <b>Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.</b>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		welcome and introduction to BCC – this is work in progress.	senior management	<p>and the feedback will be collated into the Workforce Plan. (<u>September Update 2018</u>)</p> <p>On boarding discussions occurring re new starters to the organisation in 2018 to capture feedback and learning from their experiences to build into new inductions process. Actions on induction detailed in Workforce Strategy. (October Update)</p> <p>Meeting held with Chief Executive and OD team to further develop the induction programme. The Chief Executive is keen to have a hands on approach and meet new members of staff via a robust induction schedule. This is being planned. (November Update)</p> <p><b>The Chief Executive is fully involved in the planning for staff inductions. She is keen that the inductions are for new and existing staff rather like the Members’ “Welcome/Welcome Back” detailed earlier. There is a session planned for January which will be an all staff session. We will be concentrating on new starters, but the engagement is with all staff. There will be online material which is modular based and paper versions for staff who do not have access. (December Update)</b></p>
3.5	A modern and fit-for-purpose workforce	<p>A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: -</p> <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Retention and talent management</li> <li>- Assessment of skills and competency gaps</li> <li>- Appraisal and staff performance management processes</li> <li>- Apprenticeships and graduate development</li> <li>- Industrial relations processes and engagement</li> </ul> <p>Staff survey as baseline for council improvement. The key indicators from the survey to be used and the trend analysis and the most recent baselines TBA</p>	<p>Completion of workforce plan (<b>September 2018</b>)</p> <p>Monthly monitoring of a new basket of internal ‘organisational health’ workforce measures (<b>October 2018 onwards</b>)</p> <p>Staff survey (<b>September 2018</b>) Most important measures</p>	<p><b>HR Director</b> Work has begun on the production of the renamed Workforce Strategy 2018-2020 and associated plans. (August Update). An engagement session was held with the Extended Leadership Team on 12<sup>th</sup> September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24<sup>th</sup> (<u>September 2018</u>).</p> <p>Organisational Health measures will be developed once the Workforce Strategy is agreed.</p> <p>Staff survey has been completed with a 26% return providing a baseline position. (Headlines attached).</p> <p>The free text boxes utilised during the survey included the opportunity to comment on values and behaviours and providing a message to the new Chief Executive. 2,500 messages were submitted. (<u>September Update</u>)</p> <p>Extended Leadership Team is championing the role of culture change. Engagement sessions on much wider basis have taken place. 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. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p>

**3 Managerial leadership**

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

**Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.**

	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			<p>Improved employee engagement and confidence.</p> <p>Improved sickness absence.</p> <p>Changed workforce demography. To better reflect the demography of the city</p> <p>Improved motivation and morale in employees.</p> <p>Leaders and employees are advocates for BCC.</p>	<p>Cabinet report approved for implementation of new Enterprise Resource Planning system for HR/ Payroll and Finance transformation programme, which will assist in terms of new ways of working; talent management; appraisals; induction; apprenticeships etc; succession planning and improved business processes. (October update).</p> <p>Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. 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.</p> <p>Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>Work is on-going to work as one collaborate team. There is a dedicated session on 14<sup>th</sup> November for the Extended Leadership Team on reflective practice and behaviours. (November Update)</p> <p><b>Producing a workforce planning toolkit which will help managers assess what they might need in the future. OD is going out to all directorates to help them in this. Workforce strategy manager in place. (December Update)</b></p>

<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
4.1	<b>An agreed City Vision and clear lines of accountability for areas of partnership activity.</b>	<p>Further work with Partners implementing agreed review of partnership structures, priorities and aligned work programme towards owned partnership KPIs in support of the achievement of a shared vision.</p> <p>Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework.</p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results.</p>	<p>Officer engagement with partners <b>March-June 2018</b></p> <p>Political review, engagement and launch of proposed new partnership model June – <b>July 2018.</b></p> <p>Implementation of changes following summer of engagement (<b>September 2018</b>)</p> <p>Formal adoption of a new partnership outcome and accountability framework (<b>April 2019</b>)</p> <p>Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – <b>January / February 2019.</b></p>	<p><b><u>Chief Executive and CMT</u></b></p> <p>First meeting of the City Partners Board took place on 19 September with representation from all sectors, using a distributed leadership model. The meeting will be facilitated by the Rt Hon. Jacqui Smith. Strong young people representation at the board who contributed. Positive energy and commitment was created and clear actions agreed. The next Board will be in December. Preparatory work underway with theme leads (<u>October Update</u>)</p> <p>There has been a review of partnerships and subsequently changes to the Community Safety Partnership. The CX now chairs. There is a new children's services strategic partnership in place (November Update)</p> <p><b>The Youth Board has had its first meeting. Mini workshops have been held on the issues/themes agreed at the last City Board meeting. They have been led by partners and will be reported back on at the next City Board meeting on 11 December. Partner input to BIIP / MHCLG session will provide appraisal for the year. (December Update)</b></p>
4.2	<b>A revised Vision and Priorities for the Council</b>	<p>Integrated planning, priority-setting and budgeting planned with CMT and EMT post-election – based on insight, the administration's manifesto and advice regarding service priorities / demand pressures.</p> <p>Following elections, Cabinet portfolios are changing to correspond with the new priorities.</p> <p>New Vision and Council Plan to be agreed by Cabinet.</p>	<p>Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. (<b>June 2018</b>)</p> <p>Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles (<b>July 2018 onwards</b>).</p>	<p><b><u>Chief Executive and Leader</u></b></p> <p>Council Plan in place and new Cabinet portfolios confirmed. (July Update).</p> <p>Chief Officer restructure proposals progressed through JNC and due to be consulted with staff in July 2018. (July Update). Restructure proposals out to consultation (August Update). Restructure proposal still out to consultation closed on September 19. Process ongoing (October and November update). <b>Process ongoing (December Update)</b></p>
4.3	Effective strategic performance management	<p>Strategic review of performance framework required, in concert with production of Council Plan 2018-2022.</p> <p>This refreshed performance management framework will integrate priority outcomes and measures; service outcomes and measures; and governance / improvement</p>	<p>Revised strategic framework in place by <b>July 2018.</b></p> <p>Monthly finance and performance reporting to CMT, EMT, and Cabinet commencing <b>July 2018.</b></p>	<p><b><u>CMT</u></b></p> <p>Monthly performance and finance sessions underway – having begun in June 2018 – and reports shared with MHCLG and BIIP. (July Update)</p> <p>Finance monthly reporting now refined and cycle in place for future reporting to <u>CMT, EMT and Budget Board.</u></p>



<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
		<p>plans with key priority areas for improvement along with milestones to monitor progress to be included in the new Council Plan 2018-2022.</p> <p>Future KPIs will be mapped back to the new vision and priorities. Monthly CMT and EMT will review reports and take action to address resource or performance-led interventions.</p> <p>Improvement block included in Council Plan.</p> <p>Revised Council-wide performance toolkit to provide peer examples, a culture of learning and clarity on definitions / standards (on issues such as data quality and reporting protocols.)</p>	<p>Integration of revised approach into business as usual and improvement plans <b>(September 2018)</b></p> <p>Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019)</p> <p>Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)</p>	<p>Performance report being refined for July following agreement of measures in the Council Plan with first formal challenge in August 2018. Meeting on 13 August (August Update).</p> <p>Other actions in train (July Update).</p> <p>Joint BIIP/BCC performance workshop held in October. Follow up to be held in December/January (October and November Update)</p> <p><b>December Update</b>  <b>Principles underpinning new performance management approach, building on feedback from the BIIP Tracer Session in October, were presented to CMT in November. The focus of the principles is tying research and evidence into KPI and target setting, and thereby into identification of improvement areas, programme design, implementation and continuous feedback and improvement. CMT supported principles and it was agreed that following incorporation of feedback they would be discussed at DMTs with a view to developing a new framework for presentation to CMT in the new year.</b></p>
4.4	Effective 'people performance' appraisal framework <sup>13</sup>	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples.</p> <p>Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.</p>	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples. <b>(October 2018)</b></p> <p>Revised performance appraisal system in place, embedded and delivering improved performance. <b>(April 2019, 2020 and 2021 trajectory)</b></p>	<p><b>HR Director and CMT:</b>  CMT and HR Director have been discussing suitable performance measures at recent meetings.</p> <p>The new Chief Executive is keen that we benchmark with others outside of the West Midlands and this is something that we are keen to explore.</p> <p>A new performance appraisal is due to be developed this year, following the feedback that has been received both on PDR and current appraisal process. (July Update).</p> <p>My Appraisal was discussed at the ELT session held on 12<sup>th</sup> September, and feedback is also being obtained from Trade Unions. Site visits to other authorities and the private sector is in progress with a number of visits already completed to share and learn from others. (September 2018)</p> <p>Extended Leadership Team is championing the role of culture change. Engagement sessions on much wider basis have taken place. 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. My Appraisal formed part of this feedback and a new process is currently being developed. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3. (October update)</p> <p>Review of performance appraisal is underway and was discussed with Chief Executive on 7<sup>th</sup> November 2018 (November Update)</p>

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

<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
				<b>We are modelling the new appraisal system. We looked to outside to inform our plans, including talking to the LGA, Bradford, Manchester and Wolverhampton, to see if what we are doing is out of synch and it is not. We have been working on that since August. The Chief Executive is reviewing a draft at the moment. We are on target to get something in place for next April. (December Update)</b>
4.5	Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies) <sup>14</sup>	<p>Priority based budget approach to be deployed in early summer as part of the council planning process.</p> <p>Integrated preparation underway for Council plan, MTFS and budget cycle.</p> <p>Robust MTFS and priority-led covering 2019-22.</p> <p>Monthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management position.</p> <p>Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.</p> <p>A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p>	<p>First cut of MTFS and budget in <b>August 2018</b></p> <p>Final draft MTFS and budget / Early budget consultation <b>October 2018 – Feb 2019</b></p> <p>Improved rigour of reporting <b>September 2018</b> onwards</p> <p>Improved trajectory of use of reserves in 2018-19 out-turn report</p> <p>No material concerns in external audit report <b>April 2019.</b></p>	<p><b><u>Chief Finance Officer and CMT</u></b></p> <p>The Council has considered updates to its forecast 2019/20 – 2022/23 budget position at EMT meetings in July and September.</p> <p>Budget workshop with EMT held on 17 September with further ones planned for 1 October and 15 October.</p> <p>Planning to take the Budget Consultation to Cabinet in November to start the budget consultation process. Continuing to develop and refine budget consultation proposals in September and early October, with a view to get final sign off from EMT and Labour Group in October.</p> <p>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)</p> <p>Expectations on the use of reserves are clear – not permissible to mitigate base budget or non-delivery of savings. Any strategic use (e.g. PFS or Invest-to-save), if approved, would be documented and pre-agreed. (July Update)</p> <p>The S24 Statutory Recommendations in the Audit Findings Report for 2017/18 were considered at the City Council meeting on 11 September. Actions will be monitored by the Audit Committee.</p> <p><u>September Update</u></p> <p>Further EMT Budget Away day held on 15 October. Budget proposals are being worked up into fact sheets and the budget consultation document is being prepared for Cabinet and public consultation in November (October Update)</p> <p>Budget proposals out to consultation earlier than the last few years (November Update)</p> <p><b>Budget consultation underway. Public meeting to be held on 19</b></p>

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

<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> (Green – complete / evaluated; Amber – on track; Red – off track)
				<b>December, already fully booked to capacity. Business meeting on 12 December. Significant changes made to MTFS ‘narrative’ based on BIIP / MHCLG advice in November. (December Update)</b>
4.6	Effective Capital Strategy (outlined by CIPFA) <sup>15</sup>	<p>A ‘total’ view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p> <p>A ‘total view’ of Council investment and Treasury management risk associated with legacy and new capital investments</p>	Fully integrated Capital Strategy ( <b>April 2019</b> )	<p><b>Chief Finance Officer and Economy Director.</b> Capital Board is established and is meeting monthly with clear ToRs. Capital and treasury management monitoring is now reported monthly together with revenue monitoring.</p> <p>The formal Capital Strategy will be an output of the financial planning process in the Council Business Plan 2019+. (September Update)</p>
4.7	Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA) <sup>16</sup>	<p>Co-ordinated revision of corporate and directorate risk registers and associated processes</p> <p>Reestablishment of Corporate Governance Group to oversee high risk workforce issues</p>	<p>Revised structure and content of corporate risk register (October 2018)</p> <p>Revised structure and content of Directorate risk structures (<b>April 2019</b>)</p>	<p><b>Chief Finance Officer and CMT</b> This work is at the early stages of definition focussed around understanding best practice from similar authorities. A future serve will need to incorporate a mature approach to assurance and risk which embeds the culture of risk and sees the process as ‘dynamic’ (July Update)</p> <p>Our approach to risk management has been benchmarked against the CIPFA Good Governance Framework, and an action plan has been developed. This includes improving documentation and e-learning material. Liaison with Directorate Management Teams is in progress, to ensure improved ownership and the developments of appropriate actions. <u>September Update</u></p>
4.8	A fit-for-purpose and modern Industrial Relations Framework	<p>a) Logistics and support</p> <p>b) Governance and meetings frameworks</p> <p>c) Style and culture</p> <p>d) Corporate management with members</p>	<p>Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018)</p> <p>An industrial relations framework that enables the delivery of the Council Plan and MTFS (September 2018)</p>	<p><b>Chief Executive and Leader</b></p> <p>In train – to discuss with BIIP and MHCLG (July Update). On the agenda for the BIIP September meeting.</p> <p><b>In train (November Update)</b></p> <p><b>We are at the point now where the relationship with the TUs is changing, despite the disputes in waste and enablement. We have only just started to talk to the Unions about policy. We invited them to the HR redesign. We have rolled out the disciplinary policy. (December Update)</b></p>
4.9	Effective Legal and Governance Services	Revised model for provision of Legal Services ready for consultation.	<p>Model ready for consultation with a view to implement. (<b>September 2018</b>)</p> <p>Setting new standards and effective delivery of governance function, for example, reduced external</p>	<p><b>City Solicitor</b> CMT and EMT have been consulted and new model in operation from 01 August (August Update).</p>

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

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

<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
			costs, improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) <b>[April 2019]</b>	
4.10	Effective Financial Services	<p>Setting of new style and standards for financial management by finance officers</p> <p>Setting of new standards for financial management by service senior managers and training in them</p> <p>Putting in place of more reliable and more transparent financial reporting mechanisms</p> <p>Implementation to be undertaken</p>	<p>Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the corporate whole. [July 2018]</p> <p>Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019]</p> <p>Evident levels of transparency and plain English clarity in financial reporting</p> <p>Clear financial implications in all relevant report</p>	<p><b><u>Chief Finance Officer</u></b> 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)</p> <p>A new operating model has been agreed by CMT and is being embedded. An experienced interim AD has been engaged to deliver this pending the appointment of a permanent member of staff. (July Update)</p> <p>Reporting cycles and content have been reviewed and improvements made but this process will continue (July Update).</p> <p>Recruitment of interim posts nearly completed. An Interim Assistant Director of Service Finance has been appointed. <u>September Update</u></p>
4.11	Effective Human Resources  Realistic and robust operating model (for example, adopting learning from various models presented by CIPD) <sup>17</sup>	<p>Workforce Strategy needed and overhaul of how the Council does JNC recruitment</p> <p>Embedding and review of efficacy of new model</p>	<p>New model fully effective from September 2018.</p> <p>Continuous systems and process reviews [April 2019 onwards]</p>	<p><b><u>Director of HR/OD</u></b> The new operating model for Human Resources became live on 1<sup>st</sup> March 2018, with spans and de-layering and a new organisational structure. The teams are now c70 head count less than last year.</p> <p>A whole service redesign commencing on 1<sup>st</sup> May 2018 to review all current processes and practices. It is a whole HR Redesign end to end following system thinking principles. This includes strengthening the customer experience. This includes examining purpose; adding value; understanding capability and capacity and barriers to change, reduces waste and introduces longer term change than the usual business process re-engineering method..</p> <p>Show and Tell sessions have taken place with the HR Leadership Team and managers with more planned regularly and throughout the summer. (July Update).</p> <p>Director of HR now reports directly to the CX. (August Update)</p>

<sup>17</sup> [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	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>There will be on-going continual improvement and skills transfer into the HR &amp; OD teams so that they can be self-sufficient in the change methodology used, which is 'BRUM' change methodology (which has been developed in collaboration with external partners and in-house expertise, and is currently being trialled in HR and also in Homelessness). (September 2018)</p> <p>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. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>The Council is undertaking benchmarking to capture learning from other councils; working with the LGA and other partners to understand best practice. And also working with lead recruitment agencies to embed new processes.(November Update)</p> <p><b>Phase one new structure redesign was in March this year, phase 2 started in May - the culture change programme. There is a completely different feel now in HR. further work to do in terms of the practical side and process. ER will help in this. The Director of HR is working with the Chief Finance Officer and the Head of IT to put a new system in place. (December Update)</b></p>
4.12	Effective ICT Service	<p>Council framework for prioritisation of ICT needs to be agreed by CMT with input from elected members</p> <p>Elected Members and CMT to confirm whether transition plan will continue in current format (as part of 2019-20 budget process)</p> <p>Deliver 2018-19 savings</p>	<p>Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018)</p> <p>First Phase Transition from Capita to the Council for April 2019</p> <p>2019-20 savings target to be confirmed</p>	<p><b>Chief Operating Officer, Assistant Director ICT</b></p> <p>New service “Information, Technology and Digital Services formed” and new ICT management arrangements are in place</p> <p>Joint Venture with Capita has been dissolved</p> <p>New ICT Governance framework implemented</p> <p>Overall roadmap agreed for the implementation of the ICT strategy (now in second cycle of review and alignment to business priorities)</p> <p>New Contract governance with Capita Implemented</p> <p>Business Case for the Transition of services from Capita agreed at March 27<sup>th</sup> 2018 Cabinet</p> <p>Transition programme now established and resourced</p> <p><u>September Update:</u> 2018-19 Transition plan currently on track Focus for 2019-20 remains on achieving savings and current plan being</p>

4 Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>reviewed and re-focused. Other focus areas to achieving an effective use of information and technology across the council are being re-prioritised as deemed lower priority</p> <p><u>October Update:</u> 2018-19 Savings delivered Proposed project prioritisation approach agreed in principle; next stage detail being worked up ready for trialling in November Transition of services from Capita being re-planned balancing risk, savings and delivery.</p> <p><u>November Update:</u> The Transition of services from Capita has been re-planned with a target date of 1<sup>st</sup> September 2019. This will see the bulk of the services returned to the Councils Control. This has been agreed at CMT and Star Chamber.</p> <p><u>December Update:</u> <b>A new business led prioritisation criteria and process has been agreed by the ICT Strategy Board and goes live in January 2019. Negotiations with Capita continue on the transition of services. Savings for 2019-20 remain challenging.</b></p>
4.13	Effective Procurement and commissioning	<p>Service review to be undertaken in-year as part of budget and functional planning 2018-22.</p> <p>Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement.</p> <p>A forward plan of procurement activity with each directorate in place and continually challenged by the relevant Cabinet Member, CMT and Commissioning and Contracting Board.</p>	<p>Improved savings accrued from contracting and strategic commissioning processes.</p> <p>Improved Council performance in relation to 'social value' and local spend.</p>	<p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p><b><u>DECEMBER UPDATE</u></b> <b><u>Green pending Panel review</u></b> <b><u>Operating Efficiencies</u></b> <b>A service review has been carried out; savings proposals submitted to EMT. Ref: SS103a 19+ and implementation being carried out.</b></p> <p><b>CPS is participating in a CIPFA a benchmarking exercise as part of Strategic Service reviews.</b></p> <p><b>CPS have carried out a self-assessment against the LGA's National Procurement Strategy and will await feedback and potential peer reviews etc.</b></p> <p><b><u>Social Value</u></b> <b>A review of the SV Policy and BBC4SR has been done and will be implemented along with officer training in Q4. Unite have agreed to the proposed approach to incorporate/address the Construction Charter.</b></p>

4 Strategic planning, financial and performance management				
Effective corporate and financial framework to ensure strategic focus, transparency and governance.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>CPS is the Council's point of contact for the Living Wage Foundation and we lead on policy development and implementation for the Council.</p> <p>We have also input into the following:</p> <ul style="list-style-type: none"> <li>• Development of the National Social Value Maturity Index.</li> <li>• The WMCA SV Policy.</li> <li>• National Guidance document for SME/VCSE Social Value. (Presented in draft at the national SV conference 2018).</li> <li>• National Contract Management Guidance document for Social Value.</li> <li>• We are currently leading the development of the BSol STP's SV Policy.</li> <li>• Presenting at the national SV Conference 2017 about SV &amp; Innovation.</li> </ul> <p><u>Innovation</u></p> <ul style="list-style-type: none"> <li>• The LGA's "Encouraging Innovation" report, which HB was asked to launch at the National Heads of Procurement event.</li> <li>• Development of the Innovation Roadmap that will be published on the LGA's website.</li> <li>• Collaborating with WM LA's and NHS to bid for GovTech funding.</li> </ul> <p><u>Commonwealth Games</u></p> <ul style="list-style-type: none"> <li>• We are co-producing the Social Value Policy</li> <li>• We have supported the development of the dedicated advertising portal and organising supplier events.</li> <li>• We are managing the procurement for the CWG Stadium and Village.</li> </ul> <p><u>Supporting the Local Supply Market</u></p> <ul style="list-style-type: none"> <li>• Developed/published presentation for how to bid for Council contracts.</li> <li>• Working with Centre for Local Economic Strategies (CLES) on local wealth-building. <a href="https://cles.org.uk/publications/local-wealth-building-in-birmingham-and-beyond/">https://cles.org.uk/publications/local-wealth-building-in-birmingham-and-beyond/</a></li> <li>• Supplier engagement events and regular breakfast meetings through FindItInBirmingham.</li> <li>• Seeking SV commitments to publish sub-contract/supply chain opportunities on FIIB. (approx. 35,000 registered companies now on FIIB).</li> </ul> <p><u>Supporting Devolution</u></p> <ul style="list-style-type: none"> <li>• Incorporation in the Commissioning toolkit.</li> <li>• Support of options development and public consultation in planned White Paper.</li> </ul> <p><u>Achieving/reporting savings and benefits</u></p>

<b>4 Strategic planning, financial and performance management</b>				
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>The WMCA Housing First Project involved [BCC] working with the WMCA and its Constituent Authorities to submit a funding bid to MHCLG. The successful bid has resulted in a regional delivery programme that has been agreed with MHCLG and is being implemented on a locality basis with proactive support from the regional Lord Mayor.</p> <p>A quarterly report of savings and income from contracts goes to CCMB.</p> <p>A review of the Top 50 contracts and all live contracts has been undertaken to assess new or enhanced opportunities. Subsequently savings proposals have been submitted to EMT with delivery plans underway.</p> <p>Greater transparency is now being achieved through contract award reports specifically indicating where savings will be made from or what savings plan reference number they contribute to.</p> <p>CPS is actively engaging in procurement planning, consolidation reviews for cashable savings, income and efficiency improvements particularly around Transport and Fees and Charges work streams.</p> <p>A report will go to 12 December Cabinet to update on the review of the Social Value Policy and Birmingham Business Charter for Social Responsibility (BBC4SR). The purpose is to strengthen the application of the BBC4SR and the delivery of focussed and targeted social value outcomes within legislative requirements</p>

<b>5 Key Corporate Policies to enable effective corporate governance</b>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> (Green – complete / evaluated; Amber – on track; Red – off track)
5.1	Community Cohesion	<p>Continuing work on network</p> <p>Convening of Youth Seminar on cohesion</p> <p>Finalise strategy, engage group representatives and consult on draft strategy</p> <p>Ongoing engagement with MHCLG and WMCA</p>	<p>Draft strategy for May 2018 with final strategy in place for <b>September 2018</b></p> <p>Implementation dates to be agreed.</p> <p>Approach to community dialogues and conference</p>	<p><b>Cabinet Member Community Safety and Cohesion and ACE</b></p> <p><b>Green pending Panel review</b></p> <p>Draft strategy out for consultation. Engagement and consultation is underway prior to 'white paper' being brought back in October. (August Update)</p> <p>Birmingham Partners facilitation group tasked with supporting a facilitation plan for the November 'summit'. (August Update)</p> <p>Analysis of the consultation is complete. White Paper due to go to Cabinet on 13 November. Going to CMT on 24 September. Planning 10 partner events across the city continue the engagement and dialogue and to share learning. (October Update)</p> <p>Community Cohesion White Paper approved by Cabinet. Widely publicised. Work on implementation underway. (November Update)</p>



5 Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			<p>approach to learning / practice sharing to be in place by <b>November 2018</b> and then repeated on an annual basis thereafter.</p> <p>Suite of performance measures in development through research and national / local research <b>(Sept 2018)</b></p>	<p><b>The Community Cohesion Strategy was agreed at full Council at the beginning of December. Further engagement programme has begun. (December Update)</b></p>
5.2	Equalities and Diversity	<p>Production of a new Equalities Policy for discussion</p> <p>Proactive review of impact around budget and other decisions – in concert with legal colleagues</p>	<p>Revised equality policy and associated evaluation framework to be in place by <b>December 2018</b>; alongside whole-system review of Council systems and processes.</p>	<p><b>Assistant Chief Executive</b> Council project group underway and reviewing best-practice and self-assessing against LGA framework. Dedicated SLT session planned for September 2018 followed by policy / process review. Alignment ensured for new workforce strategy. (August Update)</p> <p>ELT session held on 12 September and had reps from employee networks such as LGBT and black workers network. Internal stocktake undertaken to assess where the organisation is against the LGA equalities framework. (September Update)</p> <p>Directorate Management Teams to build on evidence from ELT session and undertake full assessment against LGA Framework by early December 2018, to identify current practice and areas that require further work. Workforce Strategy: a review and analysis of workforce and recruitment data is underway to identify policy proposals that promote diversity at all levels of the workforce by January 2018. (November Update)</p> <p><b>In terms of equalities, there is improvement. There has been joint working between policy and HR. The importance of equalities is recognised. We have dedicated OD resource for this in the workforce strategy manager and her team are working with policy and the employee networks.</b> <b>There has been effective joint working on the budget through the budget planning group between HR, Equalities and Finance to ensure all EIAs are robust and fit for purpose in terms of the budget proposals. (December Update)</b></p>
5.3	Equal Pay	<p>Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.</p>	<p>Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in <b>August 2018</b>. Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.</p>	<p><b>City Solicitor</b> Mitigating strategy has developed and high level principles approved by Equal Pay Executive Sub-Group in August 2018. A timetable now developed with implementation strategies programmed to deliver mitigation – the implementation of the revised Waste Management MOU September 2018 is a key requirement of this strategy. (September update)</p>

<b>6 City Partnerships</b> <i>Partnerships and key stakeholders</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> <b>(Green – complete / evaluated; Amber – on track; Red – off track)</b>
6.1	City-wide Partnership Framework	<p>Further engagement with Partners implementing agreed review of partnership structures.</p> <p>Discussion about focus on city-wide objectives and shared values</p> <p>Consideration with key partners about way forward, based on shared accountability for achieving shared goals</p> <p>Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning.</p>	<p>Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners <b>(August 2018)</b>.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. <b>(October 2018)</b></p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results. <b>(October 2018)</b></p>	<p><b>Leader, Assistant Chief Executive</b> <b>Green pending Panel review</b> Interviews held with partners throughout March – June and precise actions being addressed around statutory partnerships. Chief Executive and Assistant Chief Executive leading this process in concert with Chief Officers. (July Update)</p> <p>Joint signatures committed to a letter from the LoC in order to launch a Partner board in September 2018. Reaction to the letter has been very positive, and agencies across the city are actively working to nominate representatives to that Board. (July Update)</p> <p>Other activity in train in advance of deadlines (July Update)</p> <p>City Partner's Board took place on 19 September. Facilitated by the Right Hon. Jacqui Smith. A distributed leadership model has been adopted with next session planned for December. <b>(October Update)</b> There has been a review of partnerships and subsequently changes to the Community Safety Partnership. The CX now chairs. There is a new children's services strategic partnership in place (November Update)</p> <p><b>Mini workshops have been held on the issues/themes agreed at the last City Board meeting. They have been led by partners and will be reported back on at the next City Board meeting on 11 December. (December Update)</b></p>
	Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge	Statement to be produced with partners and communicated and applied across the organisation and externally.	Building trust between the council and all our partners as tested by monthly 'temperature take' evaluation <b>framework (July 2018 onwards) and 6 monthly partner survey (January 2019)</b> .	<p><b>Assistant Chief Exec.</b> Monthly temperature takes have commenced and will continue throughout the coming months. (July Update) Monthly temperature takes continue during August (August Update).</p> <p>Monthly temperature takes continue throughout September <b>(September Update)</b> A key priority of the city board is to refine an asset-based vision for the city which all partners can coalesce around. This work will be undertaken in October, with a non-Council sponsor, and considered in the December 2018 follow-up board. (October update) <b>Temperature takes continue and the feedback has been increasingly positive. (December Update)</b></p>
6.2	Children and Young People's Partnership	Development of partnership options and consultation on model. Timescales TBA	Creation of a strategic 'home' for Children and Young	<p><b>Director of Children's Services</b></p>

<b>6 City Partnerships</b> <i>Partnerships and key stakeholders</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> <b>(Green – complete / evaluated; Amber – on track; Red – off track)</b>
		<p>Agreement on how children at heart of Council strategy. Timescales TBA</p> <p>Completion of a CYP Plan to link into overall council strategies. Timescales TBA</p>	<p>People's issues in partnership and improved trust / joint working / risk and practice sharing across the CYP landscape.</p>	<p>Children's Strategic Partnership Executive meeting met 19 November chaired by Chief Executive with key partners from health, Children's Trust, Police, and the Safeguarding Board.</p> <p><b>As planned the Birmingham Children's Improvement Forum met 26 November with 80 delegates from a range of specialisms. Opening address from Chief Executive alongside Paul Jennings, CEO of NHS Birmingham and Solihull Clinical Commissioning Group</b></p> <p><b>Alongside Local Authority and Health colleagues, the mixture of delegates included councillors and MPs, the Police, Probation Service, Birmingham Children's Trust, the West Midlands Combined Authority, Birmingham Education Partnership – plus representatives from a range of education settings and voluntary organisations and importantly parents. The session considered five key themes: continuous improvement; vulnerability; community development; partnerships; and integrated care delivery. (December Update)</b></p>
6.3	Community Safety Partnership	<p>More consideration with partners of current strategy.</p> <p>Emphasis on Domestic Homicide reviews and linkages with other statutory partnerships.</p> <p><b>No further update required</b></p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework.</p> <p><b>No further update required</b></p>	<p><b>Place Director</b> Meeting with the Chair, police and council representatives has taken place where it was agreed to review the governance strategy for Birmingham's Community Safety Partnership. Key deliverables achieved are: Delivery of the 2018/19 Strategic Assessment and Control Plan (in progress) Production of the BCSP Annual Report 2017/18 Implementation of efficient procurement and invoicing systems in 208/19 Negotiation with the Office of the Police and Crime Commissioner to secure legacy funding of £1,173,000 for BCSP in 2018/19 Representation and input into the West Midlands Community Safety Partnership Delivering approximately 75% of actual spend against 2017/18 Community Safety Fund, with slippage of 25% carried forward into 2018/19 Consultation and agreement from BCSP to top slice the 2018/19 CSF allocation to enable the employment of 2 FTE as Local Community Safety Managers for 12 months, thus providing a new City Centre LCSP and ensuring that the budget pressure for employing these managers did not rest solely with Birmingham City Council. Launch of the DV Strategy Drug testing at the Made Festival in Perry Park (July 2018) The Gangs and Violence Commission report that provides specific recommendations to prevent and protect individuals and communities. The OPCC is now developing a commissioning framework to deliver these recommendations (to a value of circa £1million) £275,000 allocation to the Youth Offending Team commissioned directly by</p>

<b>6 City Partnerships</b> <i>Partnerships and key stakeholders</i>				
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				<p>the OPCC and a bid to the Home Offices' Early Intervention Fund (up to the value of £350K in each of 2018/19 and 2019/20) <u>(October Update)</u></p> <p>BCSP is now chaired by the Chief Executive; new Terms of Reference agreed at the BCSP Board meeting on 07.11.18; review of governance arrangements undertaken; Board members requested to comment; priorities of the Board outlined in the new TOR and new ways of working explained in the governance review; performance management framework developed against statutory responsibilities, strategic priorities and emerging issues for the future direction of the Board. (November) <b>December CSP meeting will review financial commitments for 2019 in concert with the OPCC. Birmingham continues to be a national exemplar on our PREVENT and NMAC / RMAC work.</b> <b>(December update)</b></p>
6.4	Health and Well-being Board	<p>Concerted corporate direction with whole Cabinet about HWBB and STP.</p> <p>Delivery against CQC action plan.</p> <p>Revisions to membership, agenda and ways of working for H&amp;WB</p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework</p> <p>Evaluation of actions and improved outcomes against CQC action plan</p>	<p><b><u>Corporate Director Adult Social Care and Health</u></b></p> <p>The forward programme is addressing major issues in the care and health system. Greater focus is being placed on children and young people. Profile is being strengthened along with relations with other partnerships e.g. safeguarding boards</p> <p>The HWB is increasingly seen as a key corporate vehicle for improving health. Feedback from DoH on the delivery of the CQC action plan is positive. Membership has been widened and strengthened.</p> <p>Statutory responsibilities are being delivered.</p> <p>The forward programme is addressing some of the challenges that will become of greater importance in the future and will challenge partners to begin the process of identifying actions in the here and now. <u>(September Update)</u></p> <p>An away day was held involving Members of the Health and Wellbeing Board. It was facilitated by the LGA and was well-received. There was a high level of engagement and enthusiasm to change the way the Board works to ensure it provides leadership on the major issues concerning health and wellbeing. It was agreed that the priorities will be revisited so that there can be a greater degree of focus on a smaller number of priorities so that the Board can ensure tangible improvements are delivered.</p> <p>Following the successful away day, the HWB will confirm the way forward at</p>

<b>6 City Partnerships</b> <i>Partnerships and key stakeholders</i>				
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				<p>its next meeting which will include, amongst other issues, proposals to make the Board more accessible and closer to citizens. The HWB continues to play a key role in monitoring the implementation of the action plan following the CQC review. Also, the Board continues to ensure the Ageing Well programme is being delivered at pace. (November Update)</p> <p><b>At the November meeting, the HWB received reports from the Children’s Safeguarding Board and the Adults Safeguarding and from the Community Safety Partnership on Domestic Homicides. This was used as a basis to stimulate a discussion on vulnerable people coming through the care system which includes victims of Child Sexual Exploitation. It was agreed that a small group drawn from the HWB would meet to discuss how this might be taken forward at a city level.</b></p> <p><b>An update was received on Ageing well and there will be a substantive item on progress in January.</b></p> <p><b>The HWB is changing where it meets, how it conducts meetings and the priorities it is dealing with which represents significant progress. (December Update)</b></p>
6.5	Birmingham and Solihull STP Board	<p>Need to maintain engagement to promote integrated approach to health and social care services across BSol.</p> <p>Need to ensure appropriate links to Council’s governance processes, Corporate and Directorate Business Plans and Budget setting processes.</p> <p>Need to increase link to CYP Directorate</p>	Improved performance in line with agreed STP outcomes and evaluation frameworks.	<p><b><u>Corporate Director Adult Social Care and Health</u></b> Vision and priorities revised and engagement strategy with Boards, Council and public agreed</p> <p>Council will need to engage in the engagement events. Agreed that the System Lead will come to a meeting with Members to bring them up to speed about the STP</p> <p>All of the work streams are required to develop their priorities and work plans. Ageing Well continues to push forward and the independent partner is working in Birmingham to help move the programme forward at pace.</p> <p>Good progress continues to be made in line with agreed timescales (September Update)</p> <p><b><u>Green pending Panel review</u></b> The STP Board is engaging public health across BSol to develop the golden thread that runs through care and health activity and after an initial presentation this work will be firmed and brought back to the Board to ensure it is “wired up” properly. A presentation was made on the development of the workforce strategy and system-wide approach to apprenticeships. (October Update)</p> <p>The STP Board has organised a series of engagement events. An event has been organised to engage Councillors and a Motion was debated at</p>

<b>6 City Partnerships</b>				
<i>Partnerships and key stakeholders</i>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status</b> <b>(Green – complete / evaluated; Amber – on track; Red – off track)</b>
				<p>Full Council on the STP. The work streams of the STP have identified priorities to ensure focus for their work. Ageing Well programme continues to move forward at pace and the prototype Early Intervention project will launch on target on the 26<sup>th</sup> November. (November Update)</p> <p><b>The Birmingham and Solihull STP Board is holding a major event in December to engage stakeholders. This event will set out the work streams of the STP which have all identified priorities and plans to deliver them. Further events will take place in the new year focusing on citizen engagement.</b></p> <p><b>It is likely that the STP Board will consider the 10 year plan in the new year to assess its impact on the partnership in Birmingham and Solihull. (December Update)</b></p>

<b>7 Communications and transparency</b>				
	<b>Improvement Aim</b>	<b>Required Action</b>	<b>Outputs/Outcomes</b>	<b>Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)</b>
7.1	Community engagement – a consistent and fair approach to whole-city engagement.	<p>The new Council Plan will outline our commitment to genuine community engagement.</p> <p>Workforce Strategy will be developed to include a plan for genuine community engagement.</p> <p>Regular engagement with communities will include face-to-face and online communication about our progress against the corporate plan to reach citizens in all areas of the city.</p>	<p>Council staff and the public will have a shared understanding of our approach to genuine community engagement.</p> <p>Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice.</p> <p>Improved residents survey measures <b>(March 2019 results)</b></p>	<p><b><u>Director of Place and Assistant Chief Executive.</u></b></p> <p>Summer/Autumn of engagement on Green paper on Working Together in Neighbourhoods will conclude at end of September following discussion across the city at Ward Forums Consultation on the Community Cohesion Strategy concluded. Cabinet Members' roadshows in train. (September Update).</p> <p>Consultation on the Community Cohesion Strategy concluded. Cabinet report planned for November 2018. (October Update).</p> <p>'White paper' on localism planned for December Cabinet. (October Update). See separate briefing on the agenda</p>
7.2	Communications that is strategic and consistent, and supports the council's priorities	<p>Finalise strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention</p> <p>Start the formal functional consultation</p>	<p>Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. <b>(August 2018)</b></p>	<p><b><u>Assistant Director Communications Chief Operating Officer</u></b></p> <p>Final design required regarding inclusion of 2022 staff in the new structure. All JDs evaluated and business case ready to go – just need clarity on budget for staffing Comms support for the CWG and if this will be with the central communications team. (July Update).</p>

7 Communications and transparency				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>Work with the development of the corporate plan to align the communications strategy</p> <p>Meet with CEO to agree draft internal comms strategy</p>		<p>Clarification given that no extra budget for 2022 communications so staffing support needs to come from the new proposed restructure in line with the reduced communications budget for 2019/20. New business case and JDs being drafted to reflect this. (October Update)</p> <p><b>This work is still on-going (December Update)</b></p>
7.3	Effective Communications and Marketing	<p>Finalise Communications and Marketing strategy alongside strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention</p> <p>Restructuring to be completed</p> <p>Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet</p> <p>Implementation headlines and key milestones to be agreed</p> <p>Measures of success and evaluation proposals to be agreed</p>		<p><b><u>Assistant Director Communications</u></b> <b><u>Chief Operating Officer</u></b></p> <p>Draft Comms strategy being finalised now that the Council Plan has been agreed. Outline overview of key campaigns is ready to share with CEX and Leader, including suggested timelines and budget. (July Update)</p> <p>Research completed on citizen perceptions and insight being used to shape the channels suggested to support the key campaigns. (July Update)</p> <p>Separate work being done on 2022 activity including tender for branding and visual identity. (July Update).</p> <p>Review of communications offer taking into account budget and 2022 requirements (August Update 2018)</p> <p>New structure being costs up to reflect a reduced budget and also accommodate 2022 activity following CEX feedback on original proposals. <u>(September update 2018)</u></p> <p>Branding work for 2022 underway with an Agency appointed.</p> <p>Outline of marketing and communications activity for 2018/19 developed and being delivered, including an internal communications strategy. <u>(September Update).</u></p> <p>Work is on-going and on track (October/November Update)</p> <p><b>The restructure is with HR and Finance colleagues for comment. (December)</b></p>



## Temperature Take – December 2018

### *Précis*

As the improvement journey continues, focus is shifting slightly away from the day to day business of BCC and towards the longer-term, strategic work. General feedback this month was that improvements in operational working were gaining pace and beginning to have a noticeable impact on key partners. Respondents are now beginning to look further ahead and identifying higher-level opportunities for improvement and partnership-working, ensuring that the right lessons are learnt and change is sustainable. There is a feeling that some of the present risks to BCC have been caused by short-term thinking in the past and a failure to fully embed change. A shift to long-term thinking and strategy is necessary to ensure that BCC is making the right decisions in the right way, and not storing up any problems for the future.

#### **Phil Jones (Grant Thornton) – 11/12/2018**

- Overall, BCC is progressing against the recommendations outlined in the audit. The budget setting process and day-to-day business seems to be going well.
- Conscious that the Council is facing some significant one-off risks which could be managed individually but could pose a problem in aggregate, such as equal pay, the Amey contract and the Paradise Circus development.
- Meeting soon with Clive Heaphy, and will want to understand these risks and what mitigations BCC has put in place. Once this is clear, we can decide in the new year if anything needs to be done more formally by auditors.
- The budget shows a pretty good level of reserves so far, but reserves could be affected by these 'big ticket items' so BCC will need good contingency planning in place.

#### **Sean McGrath (West Midlands Fire Service) – 11/12/2018**

- Struggling to attend the Community Safety Partnership meetings as monthly dates were set at short notice. Will be sending a deputy to the upcoming meeting on 14/12/2018.
- Meeting dates for 2019 have been set more in advance so hopeful that this issue will be resolved from January onwards.

#### **Cllr John O'Shea (Chair, Audit Committee) – 11/12/2018**

- Remains broadly positive about progress and the improvement journey.
- Confident that good work is being done by the Audit Committee and that there is more good work ahead.
- The in-year budget deficit is falling and the 2018/19 budget is going through consultation. The new budget is relatively uncontroversial and don't foresee any major issues that should affect its passing.

#### **Penny Thompson (Chair, Birmingham Safeguarding Children Board) – 11/12/2018**

- Things are going well. Operational working has been improving for a while, and hopefully I am playing my part in that. But now strategic partnership working is picking up pace across the whole system as well, which is positive.
- Next meeting of the City Board today. The challenge will be to see if we can agree to narrow down our focus and do a small number of things well rather than a wide range of things shallowly. Focusing our efforts will be the only way to achieve real impact on the ground. We will need to listen to each other and scale our efforts down so that tangible outcomes can be seen.
- More generally, organisations across Birmingham have now recognised that there is a need for improvements in partnership working across the system and in each individual organisation. Sense that there is a real willingness now to make progress. Particularly impressed with Birmingham Community Healthcare NHS Foundation Trust and their response to a difficult CQC inspection.

#### **Cllr Robert Alden (Leader, Conservative group) – 12/12/2018**

- Same feeling as last month – seeing positive signs of progress but will all depend on what happens with the budget.
- There are still some risks that need to be sorted out, especially around the waste strategy/contract. Frustrating because if things had been done properly a few years ago, we wouldn't be having these issues now. Need assurances that the right lessons are being learnt.
- A review of Scrutiny was carried out four years ago, but the recommendations weren't properly carried through. Membership was always changing and the work was dropped. We need to revisit this and ensure that we improve how we work over the long-term.
- There is a lack of member engagement in development and training activities. My feeling is that this is because Members already give up a lot of their time to carry out their duties, for example evening meetings. This may improve if we can further develop the training offer to include qualifications and formal accreditation, so they can improve their CVs. Being a Member often involves sacrificing your career or personal development.

#### **Cllr John Cotton (Chair, Co-ordinating Overview & Scrutiny Committee) – 13/12/2018**

- Scrutiny is in a good place and continuing to engage well with the budget consultation process. Thinking about next year, will want to create a space for Scrutiny to get involved much sooner – ideally at the initial ideas/workshop stage.

- There has been a focus on this month on Performance Management – had a useful session for Members with the PMO team and developing skills around understanding performance dashboards, indicators etc. Going forward, Scrutiny will take a more coordinated approach to using and challenging performance information, across all Committees.
- Members, especially Chairs, are engaging well with training and development opportunities. BCC is a large council and the workload/expectations of Members is increasing, especially for those in single-member wards. With this in mind, we should be ensuring they are gaining skills and experience that they can use in their careers after holding office, as well as during their term.
- Officers are steadily getting better at recognising the role of Scrutiny and the parity of esteem with the Executive. The relationship differs between different directorates/teams, but overall the processes and access to information is improving.
- More generally, the improvement journey is going well. There are some big external risks at the moment but there will always be external risks – the critical thing is how BCC handles them.