DELIVERABLES ARE DELIVERED THROUGH PROJECTS AND PROGRAMMES

OPERATIONAL AND STRATEGIC BENEFITS ARE REALISED THROUGH EFFECTIVE CHANGE MANAGEMENT INCLUDING APPROPRIATE OWNERSHIP OF BENEFITS ACROSS 'BUSINESS AS USUAL'

TIME / FOCUS

Enablers/ Program Outputs - are tangible outputs, capabilities or deliverables together with any changes taking place in the Organisation or Services provided

Operational Benefits - are Functional or Operational (Day to Day) Benefits that impact on the business. They are Financial (cashable and non-cashable) or Non-Financial. The Financial Benefits (cashable and non-cashable) are already being defined as part of the workshops for COM and completing the business case template. For this exercise, no separate analysis should be undertaken, but the benefits should be chucked up where possible.

Strategic Benefits - are Council Level Benefits showing alignment with the Strategy and Business Plans. Extracted from the Birmingham City Council Business Plan 2015 +

Evaluation Model

Sub-Programme / Programme	Enablers / Programme Outputs	Operational Benefits										Strategic Benefits	
		Ref. No.	Benefit / Outcome / Impact on Business	Type	Measurement (Metrics / KPIs)		Baseline	Long-term Target	Measurement Frequency	Benefits Realisation Timeline	Evidence		
					What	How							
Forward The Birmingham Way	Defining our New Culture	FTBW 1	New BCC working culture/role model driven workforce/positive attitude focused staff	Financial (Non-Cashable)	Satisfaction Surveys,360 Outcomes, my appraisal outcomes, employee survey feedback	Behavioural Observation	Staff Surveys and 360's underway to find Baseline, exercise to be repeated Feb 2016	TBC	Annually	Apr-16	Outcome of Staff Surveys, 360 Appraisals	Recognition that our own behaviour needs to change.	Roles, responsibilities and culture
			New working culture/modular development programmes/officer proposals	Financial (Non-Cashable)	New member portal creation, member /officer development monitoring. Analysis need assessment	Behaviour observation for both. Activity Plans, survey feedback	Member officer development work to be baselined through observations and interviews (Oct-Nov)	TBC	Annually	Apr-16	Activity Plans, survey feedback review	A solutions-focused, 'can do' attitude to the challenges ahead.	
Forward The Birmingham Way	Re shaping and resizing the workforce	FTBW3	Cost effective workforce/skills and size of the workforce forms part of the long term financial planning work and resource plans	Financial (Cashable)	New employment model, workforce plans	New employment model, workforce plans, in line with operating model	Current Council structure and job role evaluation	TBC	Annually	Apr-16	New operating model, workforce plans	Deliberately creating a more positive narrative for the council and the city.	
Forward The Birmingham Way	HR business support for delivering the children's services improvement plan	FTBW 4	Reduction in workforce percentage turnover, Increased percentage of staff retained retention, increased number of employed permanent social workers as a percentage of required permanent employees.	Financial (Cashable,Non-cashable)	Workforce planning strategy	Outcomes from planning and strategy measures put in place	Data to be added regarding % staff loss	TBC	Annually	Apr-16	Children workforce strategy output plan	Transparency in decision making and willingness to listen and act on feedback.	
Outward looking Partnerships	A positive shared vision for Birmingham and its citizens	OLP 1	Positive narrative attracts investment	Financial (cashable)	investment planned or achieved	available figures	TBA - work to be commissioned	TBC	Annually	Aug-18		Taking a long term planning view (through to 2020/21) while recognising the detailed plans will be subject to review and refinement.	Strategic planning
Outward looking Partnerships	Improved perceptions of Birmingham City Council as an inclusive and equitable partner	OLP 2	Council has a better working relationship with partners	Non financial	perception of council	survey / focus group	Extant survey results from 2009 coupled with outputs of earlier meeting with partners	TBC	Annually	Sep-17		Willingness and resolve to have one council plan and one set of priorities based on outcomes - and to make some difficult decisions.	
Outward looking Partnerships	BCC partnership performance framework and methodology	OLP 3	More effective partnership involvement impacting on BCC objectives and outcomes	Non financial	perception of partnerships	survey of BCC officers and members	TBA - not currently in existence	TBC	Annually	Sep-16		Openness to new ideas, creativity and innovation - a shared desire to think beyond current constraints and boundaries.	
Outward looking Partnerships	Creation of a City leadership group and network (Birmingham Partnership Group)	OLP 4	Influence over public, private and voluntary sector budgetary spends on shared objectives	Financial (cashable)	Birmingham pound aligned to vision's themes	available figures	TBA - work to be commissioned	TBC	Annually	Sep-18		Constructive challenge and collaboration across the senior officer and member team.	
Political Governance	Implementation of new governance arrangements for districts and wards	PG 1	To increase public opinion and perception that they feel more able to connect with the local democratic process and influence service delivery	Non-Financial	Perception of opportunity Actual participation.	Birmingham Resident Tracker Survey	TBC	TBC	6 monthly	Sep-18	Survey Analysis	Conscious acceptance and commitment to adjusting the Business Plan mid-year, if required.	
		PG 2	Effective ward forums delivering required outputs and ensuring there is community and partner engagement and contribution.	Non-Financial	Volume, completion rate and referral source of actions.	CMIC - ward forum action tracker	TBC	TBC	Bi-monthly per ward	Sep-16	CMIS reports	A clear purpose and operating principles to guide the workforce plan.	Workforce planning
		PG 3	Effective ward forums delivering required outputs and ensuring there is community and partner engagement and contribution.	Non-Financial	Perception of change and improvement.	Resident attendee participation survey	TBC	TBC	Annually	Oct-16	Resident attendee survey results	Ruthless determination to address the immediate recruitment and retention issues.	
Political Governance	Community Leadership	PG 4	Delivering productive and successful community planning; with cost effective and productive use of the LIF and existing public resources. Having a robust and effective neighbourhood challenge process.	Non-Financial	Delivering against priorities. LIF spend in accordance with priorities and outcomes. Scrutiny and quality level of neighbourhood challenges.	Completed District Plans and outputs. LIF administration. Completed Neighbourhood Challenges.	TBC	TBC	Annually	May-17	Analysis results	Challenge to the status quo by recognising and acting on the leadership imperative.	
Council Operating Model	Define the vision, purpose and outcomes, design principles and values of the council	COM 1	1)One clearly defined vision and linked priorities that enable all council staff understand and work towards delivering the vision etc.	Non financial	Staff are aware of vision etc. and understand it.	Staff Survey	% from current staff survey	TBC	6 monthly	Mar-17		Working across parties and sectors to focus on what is best for the city and the council.	Devolution and local delivery
			2)All stakeholders understand BCC vision and hence how services are consistent with that vision etc.	Non financial	Stakeholders are aware of how vison etc. shapes service delivery	Stakeholder surveys or focus groups	Existing stakeholder survey data (TBC)	TBC	6 monthly	Mar-17		An outward looking approach and curiosity about the opportunities from a regional model.	
Council Operating Model	Design and implement a demand led system view methodology to enable long term business planning.	COM 2	Reduce/increase demand on council (increase where income generating)	Financial (Cashable)	Cost Reduction FTE Reduction	Actual Financial data Headcount data	Current budget	TBC - in the process of identifying savings by Dec 2015	Quarterly	Mar-20		Use of robust data analysis and intelligence to inform plans and decision making.	
				Non financial	Reduction in failure demand	Quantifying service failures	Current service failure data	TBC - reduced level of failures	6 monthly	Mar-20		Putting in place the right support and development that enables members to fulfil their roles and operate as community leaders.	
Council Operating Model	Production long term financial plan	COM 3	Financial resources are sustainable	Financial (Non-Cashable)	Medium-term financial plan with 2 year financial forecast	Medium-term financial plan approved by Full Council on an annual basis	Current medium-term financial plan	MTFP and Forecast approved Feb each year	Annually	Mar-18		A city vision that brings together shared interests and focuses on what is best for the city and our residents in the long term.	
												A concept of partnerships that goes beyond the traditional and offers equity and an open door for dialogue.	Communities and partnership
												A willingness from the council to let others take the lead where it delivers better outcomes, and to recognise what part it can best play.	
												Collaboration, commitment and full engagement of partners and communities.	
												Clarity and consensus on the purpose and role of the city partnership group and vision linked to the macro outcomes for the city.	

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