Birmingham City Council

Improvement and Recovery Plan (IRP)

March 2024

Well-run Council

Culture Change

Delivering Good Services

Financially Sustainable Council

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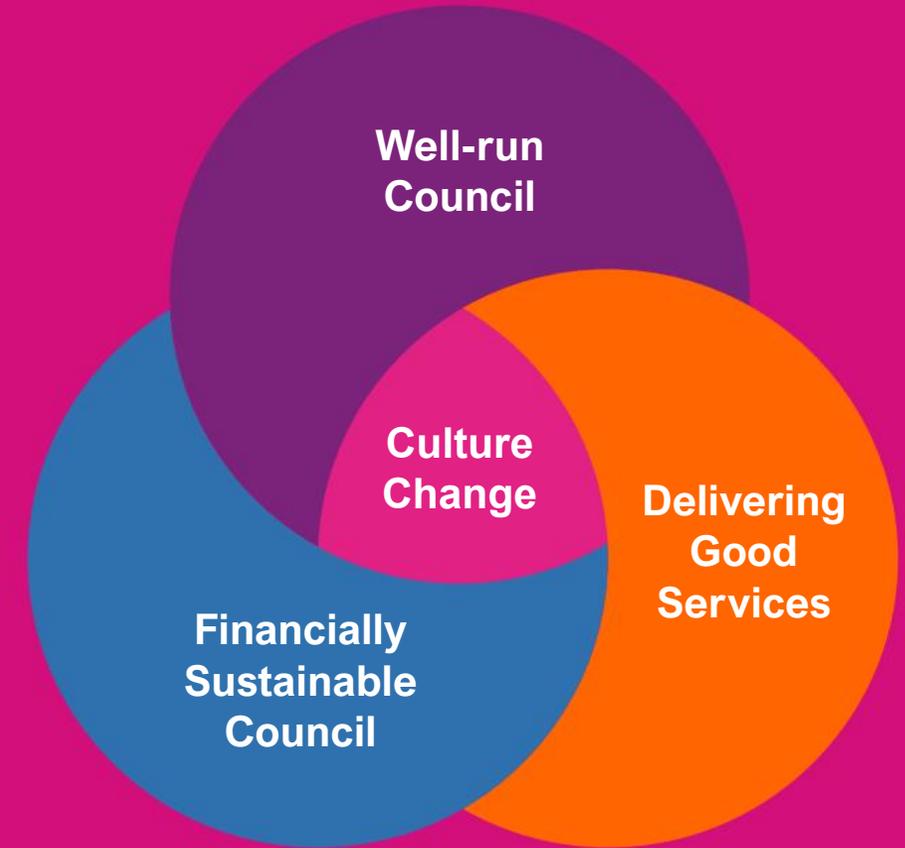
Foreword

Welcome to the Council's Improvement and Recovery Plan ('IRP').

This plan marks the beginning of a journey for the organisation as we look to dramatically improve our performance and outcomes for our citizens. It is focused on ensuring that the organisation is financially sustainable, well-run, and consequently delivers good quality services.

For too long the Council has not met the standards that this great city expects. This has been demonstrated in a number of areas including the failure to:

a) Prudently manage the Council's finances including the failure to ensure that previously agreed savings reductions were delivered;
b) Implement the Oracle ERP System;
c) Mitigate the risk of legal claims under the Equality Act 2010;
d) Ensure that Council services are delivering value for money for the taxpayer.

As a consequence, the Council is subject to an intervention by Central Government, with Best Value Commissioners appointed to oversee the organisation's journey towards improvement for a period of up to 5 years.

It is clear that, in order to improve, the Council requires a fundamental reset in the way that it thinks, feels and acts. This reset goes beyond dealing with immediate challenges and will look to build an organisation that is fit for the future. This will lead to a smaller, leaner Council, that is focussed upon getting the basics right and being more responsive to the changing needs of our City.

Birmingham is a city of enormous opportunity and potential. The Council must improve so that it can play a full and active part in supporting the City's continued prosperity and tackling the inequalities that are present within Birmingham.

Our future approach will be shaped by the following values and underpinned by the principle of putting our **citizens, communities, and partners first**. This means:

- Keeping our promises to our partners and to ourselves. On too many occasions officers and members have pledged to do things and not delivered;
- Sharing power by creating opportunities for citizens to participate in decision making, have a greater say in how public services are designed and delivered and more control over what happens in their local neighbourhoods;

- Transforming our services so they are geared towards prevention or intervening at the earliest possible stage. Services will be designed to achieve maximum efficiency but also securing the best outcome for the citizen. Like many Local Authorities across the country, the Council is grappling with unprecedented levels of demand in Adults and Children's social care. Without a change in approach we will not be able to support those that need us most;
- Collaborating, innovating, and joint problem solving with our partners, drawing upon the immense reservoir of skill and expertise within the city;
- Providing greater accountability and transparency in relation to why and how the Council makes decisions and spends taxpayers' money.

We have already begun to demonstrate that changes in our approach can provide tangible benefit to our citizens. The approval of the Housing Revenue Account (HRA) Business Plan will have a significant impact on the quality of our homes over the next 30 years. The proposed approach to investment is a step change and sets out planned investment in the Council's existing stock portfolio

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(ensuring residents live in high-quality homes), as well as investment in direct delivery of new affordable housing.

We understand that there is a significant amount of work to be done to regain the trust of our key stakeholders, which is why we are creating the **Shaping Birmingham's Future Together** Commission.

This Commission will lead one of the largest public engagements undertaken within the City in recent years to seek the views of the public and strategic partners upon the future role and purpose of the Council and how we can develop the power sharing agenda.

The feedback from this consultation will inform the Council's new Corporate Plan that will be launched in October 2024. This document will set out the future vision, mission and priorities of the Council and the future shape of the organisation.

The future of the Council must be built on solid foundations. Crucial to achieving our ambitions in the short, medium, and long term will be to change the culture of the organisation both at an operational and political level. We are here to serve and that will be the ethos that will run through this Council.

We will create the conditions where our staff and elected members feel empowered, involved, and included in the journey ahead. At the same time, we expect everyone involved with the Council to act in accordance with the highest ethical standards.

We want to create an organisation that puts its citizens, communities, and partners first. This IRP starts us on the route to an improved Council. Whilst the destination is clear, there will be challenges along the way, but we must stay the course if we are to give the City of Birmingham the Council that it deserves.

Councillor John Cotton
Leader of the Council

Councillor Sharon Thompson
Deputy Leader of the Council
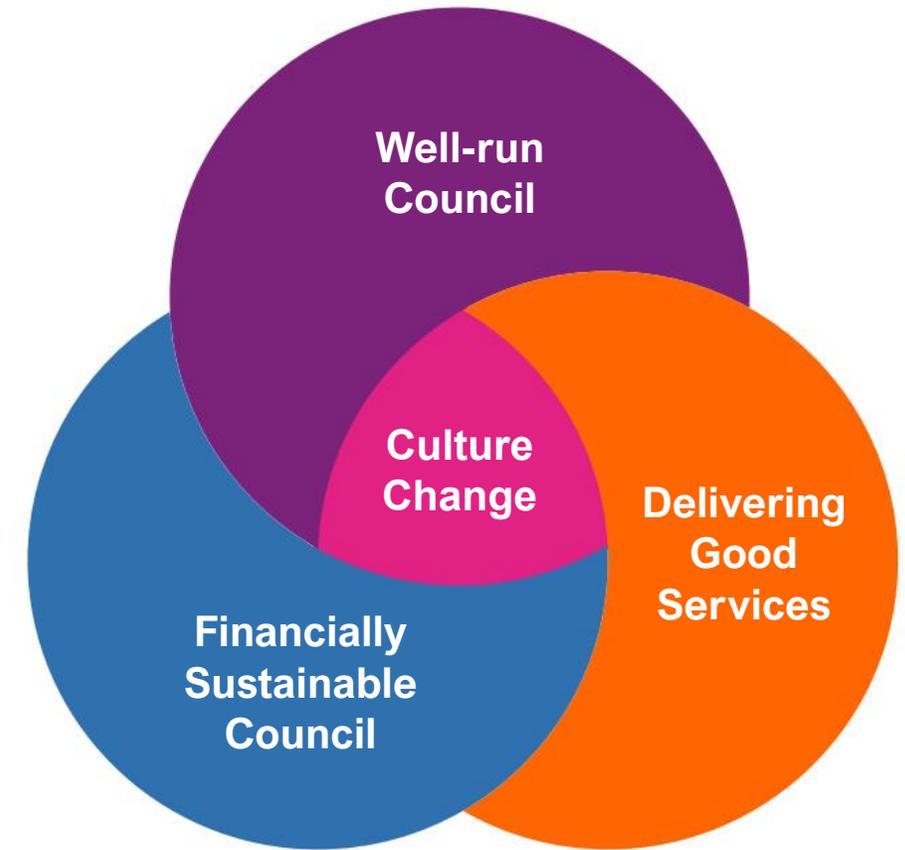
Prof. Graeme Betts CBE
Acting Chief Executive

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Our City and Citizens

Birmingham is a city of enormous opportunity and potential and home to 1.14 million citizens. It is one of the most diverse and youthful cities in the country, with 51% of the population from Black, Asian or other minority ethnic groups, and 44% of citizens are under 30 years old.

Although Birmingham is one of the youngest cities in Europe, it is predicted that by 2033 there will be an additional 180,000 people aged over 65 years, 26,600 of whom will be 85 years old. Our public services must be fit to respond to the changing demographics of our population.

Birmingham has a strong economy, with a GVA (Gross Value Added) in the region of £22.3 billion with a strong base in manufacturing, construction, professional services and real estate.

The arrival of HS2 has seen Birmingham attract significant foreign direct investment. Despite this, the city faces significant socio-economic challenges. 43% of our population live in the most deprived areas nationally and 4 in 10 children aged between 4 and 15 years live in relative poverty.

Between July 2022 and June 2023, Birmingham's unemployment rate was 7.6%, the rate for England was 4.5%. Just less than a quarter of working age residents in Birmingham have no qualifications.

Birmingham's diversity brings with it a wealth of creativity, talent and energy, but also serious responsibilities for the Council to build relationships, tackle inequality and promote opportunity.

Our citizens need a Council that reflects and understands its diverse communities, that is inclusive and accessible, and that people can depend upon whatever circumstances they face.

Our Council

Birmingham City Council is made up of 101 members representing 69 wards. Labour are the current majority group on the Council and form the administration. A Leader and Cabinet model of political governance is in place.

We employ nearly 10,000 staff and have a budget of £3.8bn (2023/24). 47.3% of our workforce is White, 20.2% Asian, 13.8% Black, 2.4% Mixed, and 16.4% are Other or Unknown.

79% are between 40 and 69 years and 58.4% of the overall staff base is female. 9.43% of employees have declared a disability.

The Council has 7 directorates. 5 are responsible for the delivery of frontline services and 2 provide our enabling, corporate functions.

The National Context for Local Government

Recent LGA analysis identified that councils in England face a funding gap of £4bn over the next two years, making it increasingly challenging to fund the delivery of essential services.

All councils face rising demand pressures in both Adults' and Children's services. The cost of living continues to drive both increased demand and increased costs for councils.

Councils are reducing early intervention to focus on immediate crises, and face closing valued amenities to protect core services for their most vulnerable residents. There are acute pressures on Housing and Homelessness services; the number of households in Temporary Accommodation has risen by 89% in the last ten years.

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The Case for Change and Improvement

We must become a well-run, financially sustainable organisation that values its people and works effectively with its partners. We must deliver consistently good services, effectively engage our communities and play a leading role in making Birmingham a city where people are proud to live and work.

We must also work to restore trust. A 2023 citizen perception survey highlighted that approximately half of respondents had little to no trust in the Council and a cause for dissatisfaction was related to unresponsiveness and unhelpfulness of the Council. Citizens asked us to be more resident focussed, more accountable and to work to improve outcomes.

A series of reviews and judgements provide evidence of significant and systemic failure and highlight the financial, governance and cultural challenges we must address:

- Governance and service delivery concerns raised by the Local Government and Social Care Ombudsman, the Housing Ombudsman, and the Department for Education's Commissioner for SEND;

- The findings from an independent review of governance by the Centre for Governance and Scrutiny (CfGS) identifies significant governance challenges, including systemic culture and behavioural issues. Many have been cited previously and are the root causes of some of the challenges BCC is now facing;

- External Auditor Statutory Recommendations issued on 29th September 2023 which include 12 recommendations focussed on improvements needed in financial management, practice, and governance;

- Internally, two Section 114 Notices and a Section 5 Notice issued during September 2023 which reflect the exceptional financial position and severity of budget challenges. The potential equal pay liabilities, and failed implementation of the Oracle ERP system were major contributing factors to these Notices;

- The Government's Intervention Directions issued under the Local Government Act 1999 on 5th October 2023 reference concerns about financial governance and systemic failings over several years including weak governance, poor culture, a challenging relationship with trade unions, and ineffective service delivery, exacerbated by churn at senior officer level.

We recognise and accept these views and judgements. And we are committed to addressing them through this **Improvement and Recovery Plan (IRP)**.

Purpose of the Plan

This IRP is the overarching framework that holds our improvement activity together. It responds to the requirements of the Government Intervention and addresses the challenges we face and sets out the outcomes we will work to achieve.

The IRP will provide assurance to citizens, members, officers, partners and commissioners, that we are improving the way we operate so that we can strengthen delivery. By delivering the IRP we will improve how the future Council looks, feels, and operates for citizens, staff and partners.

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Our Improvement and Recovery Journey

Our improvement and recovery journey is already underway. The IRP strengthens and enhances existing work, as well as initiating new projects and programmes. Delivering a balanced budget over the next two years is an immediate priority.

The IRP will continue to evolve as our improvement journey progresses. It will be regularly reviewed and updated to reflect a phased approach to improvement, informed by engagement and consultation, and changes in priorities and new requirements.

Our Improvement and Recovery Aims

The future Council will need to look, feel, and operate differently to now. This IRP sets us on that journey, which will enable Birmingham City Council to be:

- **A Financially Sustainable Council**

- **A Well-Run Council**

- **A Council Delivering Good Services to Citizens**

Figure 1 sets out that improvement journey and the strategic context for it. Figure 2 summarises the IRP aims and outcomes.

A Refreshed Corporate Plan and Two-Year Financial Plan

The IRP will sit alongside a refreshed Corporate Plan and Two-Year Financial Plan:

- The Corporate Plan sets out the strategic priorities guiding delivery; aligns resources, delivery plans, strategies, operational activity and partnership working with these priorities, and enables and influences for the city and citizens.

- The Two-Year Financial Plan sets out the Council's financial income and expenditure for 2024/25, and how the Council intends to manage and deploy its financial resources for the next two years. This includes delivering savings in the region of £300m, which will be achieved through transformation and improvements in the way we operate and deliver services.

- The IRP sets out how the Council will continue to improve its financial management, operation and service delivery to deliver Corporate Plan priorities, and work as an organisation and partner in the most effective, productive, and impactful way. It provides a framework for the actions to secure continuous improvement and restore public trust across all the Council's functions.

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Figure 1: IRP Journey and Strategic Context

Diagnosis of Key Concerns

Government Issued Directions
3 core sets of concerns identified:

1. **Acute concerns** (Equal Pay, Oracle, Finances, Governance)
2. **Corporate services concerns** (Finance, HR, Legal, Internal Audit, Risk, IT, Procurement, PMO)
3. **Citizen services concerns** (SEND, Housing, Waste)

External Auditors Statutory Recommendations
Sets out a number of statutory findings in relation to Equal Pay, Oracle implementation, savings and other financial pressures, financial sustainability, governance and management capacity, and statutory accounts 20/21, 21/22, and 22/23.

CfGS Governance Review
Identified governance and culture issues across the Council and set out an immediate Stabilisation Plan

Immediate Recovery and Stabilisation
October 2023 – Mar 2024

Deliver Immediate Stabilisation Activity
Immediate priority issues relate to:

- **Financial Recovery**: Balancing 23/24 budget, identifying 24/25 and 25/26 savings c.£300m, and addressing external auditors' recommendations.
- **Oracle**: Stabilising and progressing delivery of the Oracle programme.
- **Equal Pay**: Developing and progressing the Equal Pay programme.
- **Statutory Service Improvement**: Continued improvements across SEND and Housing.
- **Governance Stabilisation Plan**: Immediate actions to address governance and culture concerns identified.

Build stabilisation activity into IRP

Develop Improvement & Recovery Plan

Analyse and review government directions and associated issues diagnosed from various reports to define an IRP Framework including key themes, outcomes, and immediate improvement priorities. Align with immediate stabilisation activities.

Phase 1:
Recover and Reset
6 – 18 months

Phase 2:
Improve and Reshape
12 – 24 months

Phase 3:
Restart and Optimise
18 – 36+ months

Continue to Improve Key Activities and Core Services

Continue to deliver core Council services alongside wider and existing Council improvement and change activities which were not specifically called out by the Directions but contribute to the Council's overall improvement journey

Ensure improvements become part of normal business as usual operations for the Council

Shaping Birmingham's Future Together Commission

Engagement with citizens and partners to define the future direction, role and purpose

Revised Corporate Plan and Financial Plan
Align to Improvement & Recovery Plan

IRP Phase 1
Deliver priority activities to deliver:

- Financial Sustainability
- Well-run Council
- Delivering Good Services

Organisational Design & Culture Change

Deliver future Organisational Design aligned to Organisational Culture Change

Revised IRP for Phase 2

Align IRP to longer-term vision and desired organisational design

Revised IRP for Phase 3

Deliver long-term vision for transformational change for the Council

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Figure 2: IRP Framework Aims, Focus and Outcomes

Aim	Focus	Outcomes
A Financially Sustainable Council	To address the exceptional financial challenges and risks facing the Council and achieve a stable and sustainable financial position and medium-term financial plan.	▪ A balanced budget ▪ A sustainable medium-term financial plan ▪ A resilient capital assets programme ▪ Delivery of agreed savings ▪ Resolution of potential Equal Pay liabilities ▪ Robust financial management including compliance with statutory rules and guidelines ▪ Improved efficiency and productivity
A Well-run Council	To improve the way the Council operates, focusing on key internal services and functions that enable and support the Council to deliver for its citizens, and governance and working relationships that enable policy development and decision making. Cultural change will be a fundamental part of the improvement journey and built into everything the Council does.	▪ A reset organisational culture, including values and expected behaviours, with leaders demonstrating the highest ethical standards ▪ A workforce that feel valued and listened to, and are supported and trusted to deliver their roles ▪ Reimplementation and optimisation of Oracle HR & Finance system ▪ Effective and efficient corporate services that are set up to operate appropriately and demonstrate value for money ▪ Reduced levels of functional duplication in delivery of Council activities ▪ Clear, effective governance and decision-making supported by a modern constitution and clarity in member and officer roles and responsibilities ▪ Clear roles and responsibilities and effective working relationships with all our partners ▪ Effective management of performance and risk, supported by clear and consistent frameworks and enabled by robust challenge and support, with a culture of clear accountability
A Council Delivering Good Services	Improve the way services are delivered to citizens, ensuring value for money, continuous improvement, clear service standards and a customer focus are central to how we manage and deliver.	▪ Efficient and effective citizen services which consistently provide safe, compliant, fair, and lawful services ▪ Conforming with best value duty to deliver value for money services in line with expected standards and statutory requirements ▪ Improved citizen experience with clear, consistent, and well-defined services ▪ Improved external review and inspection outcomes

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2. How We Will Improve

Well-run Council

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2. How We Will Improve

Whole Council Change

This IRP is about delivering whole Council change. Delivery is everyone's responsibility and to be successful we need buy-in and support from all our officers and members. We need to be a learning organisation focussed on continuous improvement and knowledge of best practice in the local government sector and beyond. Our citizens and partners also need to understand our improvement priorities and the role and contribution they can make.
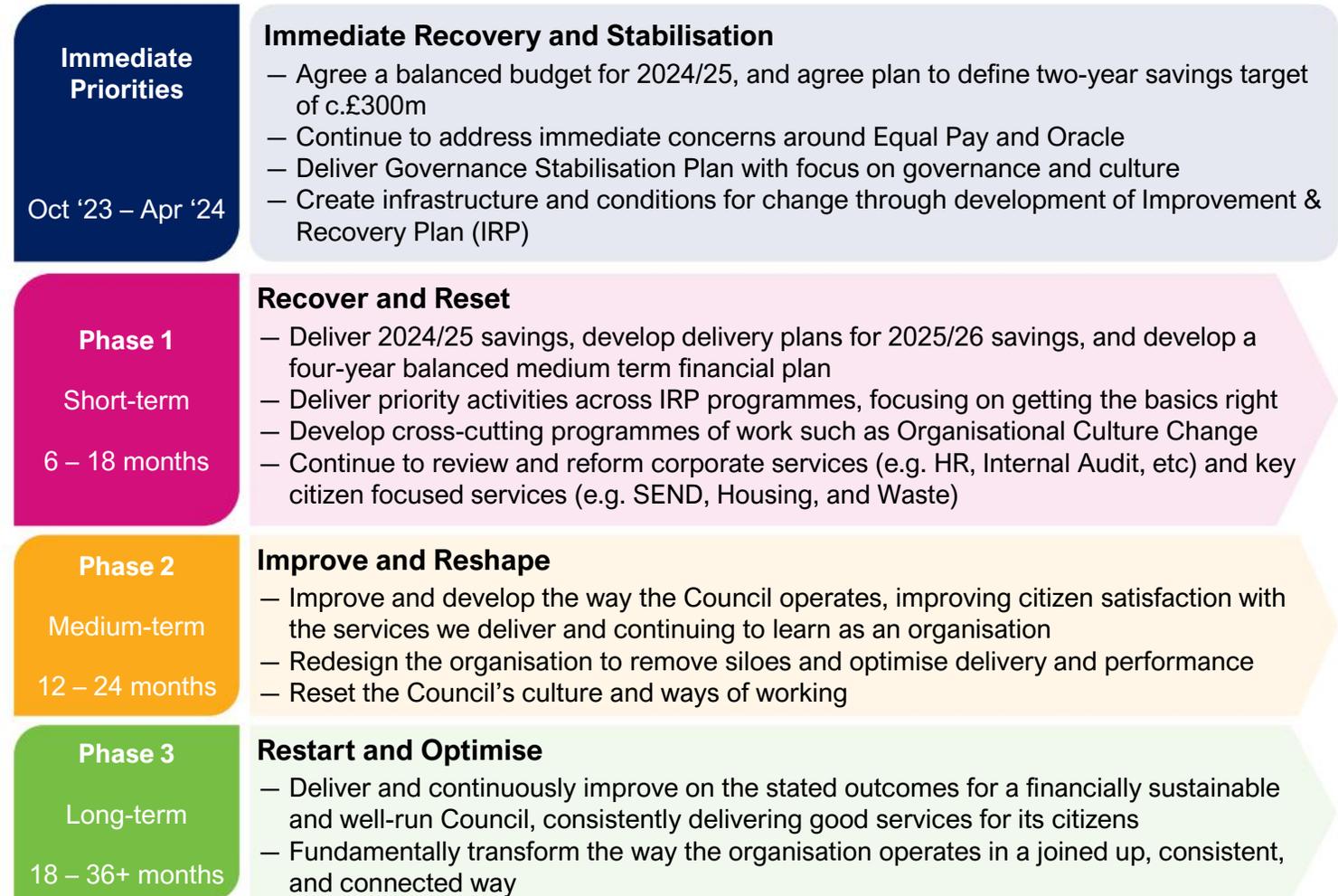
A Phased Approach to Delivering Improvement

There will be a phased approach to improvement. This will ensure we prioritise the most critical aspects of our recovery (such as budget, pay equity, corporate services, oracle) while not losing sight of the longer-term.

Section 4 of this IRP summarises 16 priority programmes that will deliver the budget savings, and improvement and change. The IRP programmes are not equal in size, reflecting a proportionate approach developed for each improvement priority.

Although the outline phasing looks sequential, different aspects will move at different paces and the phases of the improvement journey will overlap.

Figure 3: Overview of the Phased Improvement and Recovery Approach

Immediate Priorities Oct '23 – Apr '24	**Immediate Recovery and Stabilisation** — Agree a balanced budget for 2024/25, and agree plan to define two-year savings target of c.£300m — Continue to address immediate concerns around Equal Pay and Oracle — Deliver Governance Stabilisation Plan with focus on governance and culture — Create infrastructure and conditions for change through development of Improvement & Recovery Plan (IRP)
Phase 1 Short-term 6 – 18 months	**Recover and Reset** — Deliver 2024/25 savings, develop delivery plans for 2025/26 savings, and develop a four-year balanced medium term financial plan — Deliver priority activities across IRP programmes, focusing on getting the basics right — Develop cross-cutting programmes of work such as Organisational Culture Change — Continue to review and reform corporate services (e.g. HR, Internal Audit, etc) and key citizen focused services (e.g. SEND, Housing, and Waste)
Phase 2 Medium-term 12 – 24 months	**Improve and Reshape** — Improve and develop the way the Council operates, improving citizen satisfaction with the services we deliver and continuing to learn as an organisation — Redesign the organisation to remove siloes and optimise delivery and performance — Reset the Council's culture and ways of working
Phase 3 Long-term 18 – 36+ months	**Restart and Optimise** — Deliver and continuously improve on the stated outcomes for a financially sustainable and well-run Council, consistently delivering good services for its citizens — Fundamentally transform the way the organisation operates in a joined up, consistent, and connected way

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2. How We Will Improve

Future Council Principles

The IRP will support and enable a future Council that looks, feels and operates differently to now. It will be smaller, leaner, and more focused on value for money. It will operate as one Council which puts our citizens, communities, and partners first.

It will be guided by the following high-level design principles, which will be further developed through an Organisational Design and Culture programme:

- Better understanding of our citizens to determine how we best serve them in an outcome-focused way
- More targeted range of services with a focus on earlier intervention and prevention including strength-based approaches for citizens and communities
- Consolidating and centralising Council activities to simplify, standardise, and remove duplication
- More effective and defined corporate services which better enable service delivery
- Greater digital enablement including more self-service by citizens and staff, and automation of processes
- Enhanced productivity of staff with a focus on continuous improvement

- Leaner organisational structures, with fewer management chains and rationalisation of spans and layers
- Improved partnership working, taking a whole-system perspective to service delivery and improvement

There are also cross-cutting corporate priorities that underpin how and what we deliver:

- **Equality, Diversity and Inclusion:** Underpinning Council-wide change will be Our Everyone's Battle, Everyone's Business (EBEB) programme, which embodies the Council's objectives on equality, diversity and inclusion. This includes ensuring a diverse workforce that reflects the communities we serve and culturally competent service delivery.

- **Early Intervention and Prevention:** We must not lose focus of our early intervention and prevention principles, which will support the Council to think differently about the way in which it delivers services, anticipating demand and avoiding crises from forming - ultimately providing better outcomes for citizens and requiring less Council resources in the future.

- **Net Zero:** The Council declared a climate emergency in June 2019 with the commitment to take action to reduce the city's carbon emissions, and to do so in a way which reduces inequalities across the city and brings communities with us. To achieve this alongside our improvement objectives, we must embed climate action at the heart of the future Council and Council decision-making, ensuring that all directorates make the necessary changes to deliver these outcomes.

Resetting the Organisation's Culture

At the heart of this IRP is a programme that will be focussed on culture change. We will improve levels of trust, transparency, respect, openness and transparency, and move away from a culture of blame and siloed working.

A consistent and positive organisational culture, with clear roles, responsibilities and expectations of members and staff, will be vital to us being an organisation that is member-led, officer-run, and citizen focussed.

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2. How We Will Improve

Resetting the Organisation's Culture (cont.)

That Organisational Design and Culture Change programme will define a strengthened culture through a focus on improving outcomes for citizens; empowering staff to make decisions at the right levels; learning lessons and embedding customer focus throughout the organisation. Values and expected behaviours will be reframed to align with these objectives.

Other programmes will help embed the change in culture and behaviours needed – Governance and Relationships, Employee Relationships and People Management, and Programme Management, Performance & Risk, and Improving Citizen Services and Customer Standards Programmes will all play a role resetting the culture.

Organisational culture change will be a critical part of the vision and purpose of a future Council that will be leaner, more efficient, and more productive.

Shaping Our Future with our Citizens and Partners

The environment within which we need to deliver the change and improvement will continue to be challenging, for the Council, the citizens we serve, and the partners we work with. Ensuring that we understand the changing needs and priorities of our citizens and partners is critical.

We will ensure we are listening and communicating effectively and being honest with our citizens and partners. We need to be willing to share power with them. A *Shaping Birmingham's Future Together* Commission will provide a vehicle to co-produce and collaborate with partners and citizens in shaping the future direction of the Council.

The Commission will focus initially on a programme of engagement over the summer of 2024 which will provide input on the priorities for the city, but also the future direction, role, and purpose of the Council. It will include consultation on our improvement priorities.

We will need to address some issues and challenges through a whole system perspective, ensuring our partners and stakeholders are central to the way we develop and deliver improvement. This IRP includes a workstream focused on Partnership and Stakeholder Engagement.

The recently launched Birmingham Together partnership provides the opportunity to face these challenges together

A New Corporate Plan

The Commission and its programme of engagement, coupled with several elements of the IRP, will shape and inform a new Corporate Plan which we will publish in October 2024. The new Plan will set out the Council's vision, mission and priorities, and how the future Council will operate to deliver those priorities.

Further Engagement and Consultation

As improvement programmes are developed and delivered, there will be a need for engagement and consultation any major proposals for change.

Baselining Perceptions and Experiences

As part of the IRP, we will seek to establish a baseline in terms of how citizens, partners, members and staff feel about the Council. We will engage through surveys, and other activity to ascertain the views of people now – for example:

• Elected Member Survey
• Employee engagement
• Citizen engagement
• Partner/Stakeholder Sentiment Survey

3. Immediate Recovery and Stabilisation

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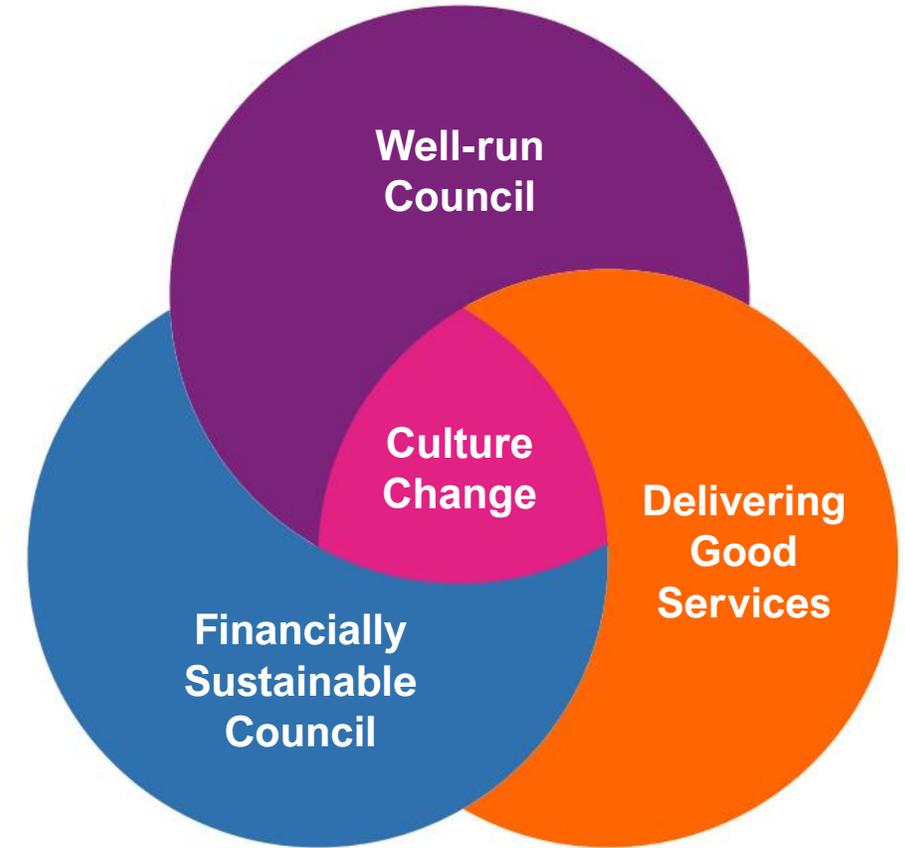
3. Immediate Recovery and Stabilisation

Recovery and Stabilisation Period

The Council has been in a period of 'Recovery and Stabilisation' with a focus on the most immediate issues identified in the Intervention Directions, alongside the development of the IRP.

Financial Recovery

Immediate steps were taken to improve the in-year management of the 2023/24 budget. These included reviewing the credibility and deliverability of the current savings programme, writing off savings undeliverable in-year, re-basing the budget for the 2023/24 financial year to uncover previous financial management issues, identifying additional in-year savings to mitigate a savings gap, and implementation of spend and accounts payable controls as a first line of defence to limit non-statutory Council expenditure.

Extensive work has been undertaken to develop savings proposals amounting to £149.8 million for 2024/25 and £226.1 million total to 2025/26. There remains a £67.4m budget gap in the 2025/26 financial year which must be closed by additional savings (as reported to Council on 5th March 2024).

Those savings proposals have undergone challenge from both commissioners and members with risks and mitigations being identified.

Achieving our savings for 2025/26 and beyond will require a radical reshaping of services, and transformation in the way the Council operates.

External Auditor Statutory Recommendations

The Council is committed to complying with all relevant legal requirements and obligations, including conducting independent reviews and ensuring transparency in decision-making processes.

It is crucial for the Council to respond to the statutory recommendations issued by the external auditor in September 2023. Updates and progress on the Council's response is reported on quarterly to the Audit Committee. More detail on the Council's response can be found in Appendix 4.

Equal Pay and Job Evaluation

The Job Evaluation programme is essential to close the on-going equal pay liability after 1 April 2025. Progress has been made by the Council following agreement of a methodology and approach to job evaluation. The programme is one of the priorities within this IRP.

Oracle Stabilisation and Re-Implementation

We have moved quickly to establish a strengthened programme governance for the Oracle programme, focusing on resolution of backlogs including bank reconciliations, cash allocations, and data cleansing.

The programme is currently going through a period of 'reset' with new sponsorship/governance and additional capabilities being on-boarded. The programme will continue to develop and form a key part of the Council's overall improvement and the IRP.

Going forward we will focus on resolution of key issues such as income management, systemised controls, and maximising the benefit of auditing tools.

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3. Immediate Recovery and Stabilisation

Governance Stabilisation Plan

The CfGS report published in December 2023 identified significant governance and cultural issues within the Council which need to be addressed.

A Stabilisation Plan was jointly developed by the Council and CfGS and contains recommendations and immediate actions to support the short-term stabilisation of governance at the Council over the next six months. Actions for longer-term improvement have been developed as part of the Governance and Relationships, and other programmes within this IRP.

A number of activities in the Stabilisation Plan have been progressed including conducting a Constitution legal compliance check, support to the Audit Committee, and arrangements to provide member oversight and scrutiny of the 2024/25 budget process. We have worked with the CfGS to develop a new draft member officer protocol and to support the development of the scrutiny function.

More detail on the Stabilisation Plan is included in Appendix 5.

Performance Improvement in Adults and Children's

We have demonstrated good and improving performance in our major statutory services to adults and children.

Our recent Ofsted inspection of Children's Services (ILAC) in February 2023 judged the provision of Children's Services to be 'Good'. This is a significant improvement following many years of inadequate inspection judgements and subsequent Department for Education (DfE) intervention.

There is evidence of improvement in the delivery of our Special Educational Needs and Disability (SEND) services in response to the Secretary of State for Education's statutory direction to the Council.

The Care Quality Commission (CQC) has been given new powers to assess how local authorities deliver against key aspects of their duties under Part 1 of the Care Act 2014. Following an assessment in 2023, CQC has awarded BCC Adult Social Care an overall indicative rating of 'Good'. Our focus on Early Intervention and Prevention was also highlighted as a strength.

Improvements in Housing

Following the Housing Ombudsman's Special Paragraph 49 report in January 2023, City Housing were issued with a regulatory notice by the Regulator for Social Housing in May 2023.

The Council has now delivered a full action plan in response to the Housing Ombudsman's recommendations, including improvements to complaint handling, record keeping and repair management and a new Compensation Policy.

The regulatory notice issued by the Regulator of Social Housing related to a breach of two Consumer Standards devised to regulate social housing. The Council have improved governance arrangements to ensure areas of breach and compliance are better rectified and managed.

An officer led Compliance Board was mobilised in January 2023 to address areas of breach and ensure the Council has full oversight of landlord compliance requirements. We are on track to deliver against key Health and Safety breaches and complaints improvements by June 2024 and have a Cabinet approved business plan and Asset strategy to deliver Decent Homes compliance by 2031.

4. Improvement and Recovery Plan (IRP) Priorities
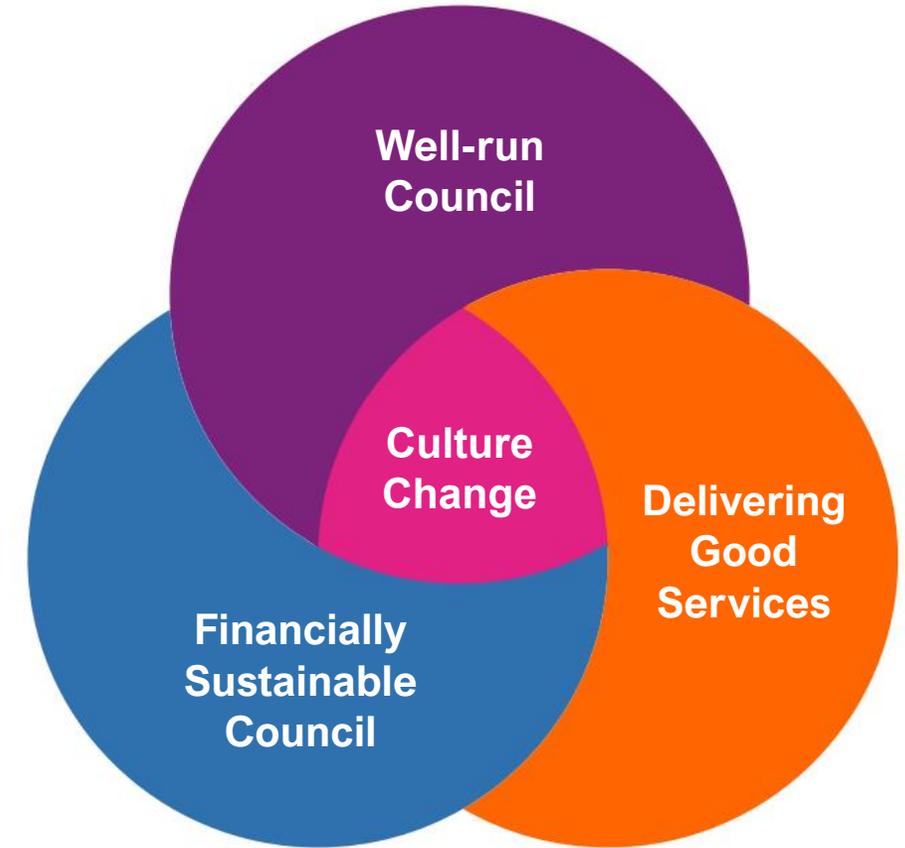
4. Improvement and Recovery Plan (IRP) Priorities

Improvement and Recovery Aims and Priorities

To build on the immediate recovery and stabilisation and address the challenges and concerns outlined in the Intervention Directions, our IRP Framework (see Figure 4) has three overall aims:

- **A Financially Sustainable Council**

- **A Well-Run Council**

- **A Council Delivering Good Services to Citizens**

The IRP is focused on an initial set of 16 priorities requiring immediate attention. We know that further requirements and priorities will develop, particularly as corporate and citizen services are reviewed. The IRP Framework will continue to adapt and develop to account for this.

For each priority there is a programme of activity. Some of these programmes are in place already and have been incorporated into the IRP while others are new programmes initiated to ensure we are responding to all issues referenced in the Intervention Directions.

Although programmes and projects are primarily aligned to a single IRP theme, most are interdependent, and the outcomes will be cross-cutting. Many will be instrumental in delivering the change to organisational culture.

Mapping of the dependencies and overall outcomes across all programmes has been an important step in developing our IRP, to ensure aims do not become rigid, and the priority programmes are not standalone entities.

Figure 5 provides an overview of the IRP aims and outcomes, and displays the component programmes against each aim.

Figure 4: IRP Framework

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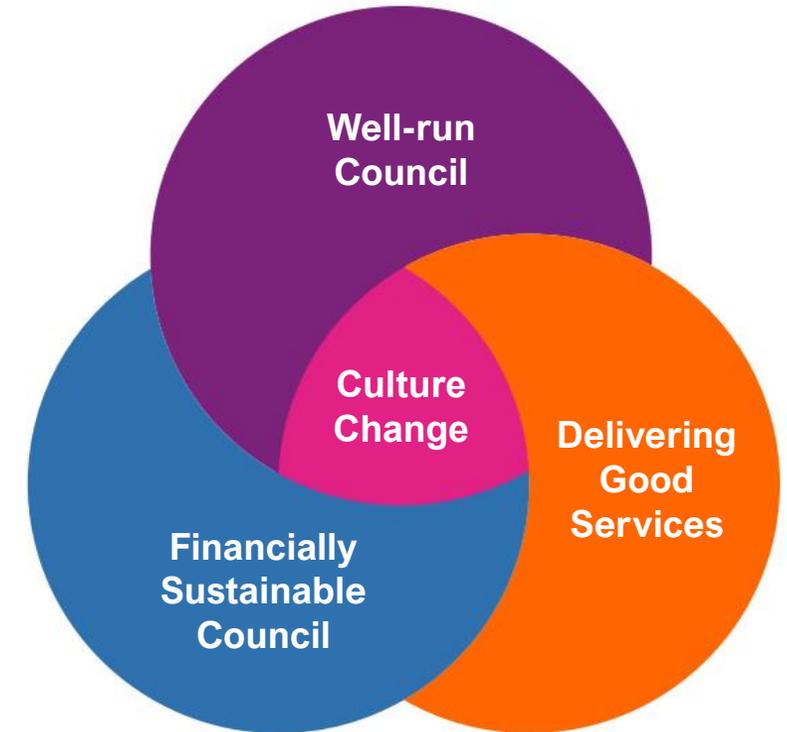
4. Improvement and Recovery Plan (IRP) Priorities

Figure 5: IRP Aims, Outcomes and Priorities

Aims What we want to be	Outcomes The things that will tell us we have achieved our aims	Priorities The key programmes of work that will help deliver this improvement and change
A Financially Sustainable Council	▪ A balanced budget ▪ A sustainable medium-term financial plan ▪ A resilient capital assets programme ▪ Delivery of agreed savings ▪ Resolution of potential Equal Pay liabilities ▪ Robust financial management including compliance with statutory rules and guidelines ▪ Improved efficiency and productivity	Deliver Savings & Balance the Budget Job Evaluation Programme Asset Sales Programme Review of Companies & Traded Services
A Well-run Council	▪ A reset organisational culture, including values and expected behaviours, with leaders demonstrating the highest ethical standards ▪ A workforce that feel valued and listened to, and are supported and trusted to deliver their roles ▪ Reimplementation and optimisation of Oracle HR & Finance system ▪ Effective and efficient corporate services that are set up to operate appropriately and demonstrate value for money ▪ Reduced levels of functional duplication in delivery of Council activities ▪ Clear, effective governance and decision-making supported by a modern constitution and clarity in member and officer roles and responsibilities ▪ Clear roles and responsibilities and effective working relationships with all our partners ▪ Effective management of performance and risk, supported by clear and consistent frameworks and enabled by robust challenge and support, with a culture of clear accountability	Organisational Design & Culture Change Oracle Reimplementation & Business Process Change Review Key Corporate Services Consolidation Programme & Digital Efficiencies Employee Relations & People Management Programme Management, Performance & Risk Governance & Relationships Corporate Landlord Programme
A Council Delivering Good Services	▪ Efficient and effective citizen services which consistently provide safe, compliant, fair, and lawful services ▪ Conforming with best value duty to deliver value for money services in line with expected standards and statutory requirements ▪ Improved citizen experience with clear, consistent, and well-defined services and standards ▪ Improved external review and inspection outcomes	Children & Families Improvement Street Scene Transformation – including Waste Housing Improvement Improve Key Citizen Services & Customer Standards

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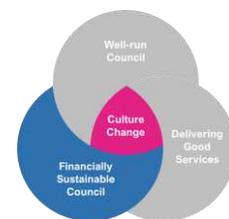
4. Improvement and Recovery Plan (IRP) Priorities

Aim 1: A Financially Sustainable Council: The Council must build on the initial financial recovery response, including ongoing work to address external auditor statutory recommendations, to ensure its long-term financial sustainability. The delivery of budget savings and a solution to equal pay issues remain the most immediate issues to address, as well as resetting the foundations for the medium and longer term.

The focus of this aim is:	The things that tell us we have achieved our aims are:
To address the exceptional financial challenges and risks facing the Council and achieve a stable and sustainable financial position and medium-term financial plan.	- A balanced budget - A sustainable medium-term financial plan - A resilient capital assets programme - Delivery of agreed savings - Resolution of potential Equal Pay liabilities - Robust financial management including compliance with statutory rules and guidelines - Improved efficiency and productivity

The key programmes of work that will help deliver this improvement and change are:

Programme	Description
Deliver Savings & Balance the Budget	This programme is focussed on the development and delivery of budget savings proposals to achieve a balanced budget in 2025/26. This includes the delivery of savings proposals totalling £149.8m for 2024/25 and the development of proposals for budget savings in 25/26.
Job Evaluation Programme	This programme will deliver a new Pay Equity Scheme at the Council by April 2025 which will help address and mitigate the Council's equal pay liability, implement a fair and equitable pay and grading structure across the Council. It will also implement directorate and cross-directorate moderation.
Asset Sales Programme	This programme will undertake a review of capital assets to identify opportunities to generate capital receipts that will contribute to a balanced near-term budget, of securing £500m of capital from asset sales by December 2024, and a further £250m by December 2025, accepting the impact on longer-term revenue from the loss of income attributed to the sale of leased/income-producing assets.
Review of Companies & Traded Services	This programme is undertaking a detailed review of Council-controlled companies and traded services that will identify options to raise funds, reduce costs and minimise financial risk. The programme will support the delivery of a balanced budget and financial sustainability.

4. Improvement and Recovery Plan (IRP) Priorities

Aim 2: A Well-run Council: A series of external reviews and judgements have highlighted significant cultural and governance challenges facing the Council. The Council must address these in order to become a better functioning organisation, with modern practices, and improved working relations based on high levels of trust, respect, openness and transparency. This will better enable the Council to deliver its citizen facing services.

The focus of this aim is:	The things that tell us we have achieved our aims are:
To improve the way the Council operates, focusing on key internal services and functions that enable and support the Council to deliver for its citizens, and governance and working relationships that enable policy development and decision making. Cultural change will be a fundamental part of the improvement journey and built into everything the Council does.	- A reset organisational culture, including values and expected behaviours, with leaders demonstrating the highest ethical standards - A workforce that feel valued and listened to, and are supported and trusted to deliver their roles - Reimplementation and optimisation of Oracle HR & Finance system - Effective and efficient corporate services that are set up to operate appropriately and demonstrate value for money - Reduced levels of functional duplication in delivery of Council activities - Clear, effective governance and decision-making supported by a modern constitution and clarity in member and officer roles and responsibilities - Clear roles and responsibilities and effective working relationships with all our partners - Effective management of performance and risk, supported by clear and consistent frameworks and enabled by robust challenge and support, with a culture of clear accountability

The key programmes of work that will help deliver this improvement and change are:

Programme	Description
Organisational Design & Culture Change	Define and establish a new organisational design for the Council, including a focus on organisational culture as the heart of the Council's improvement and transformation journey, that delivers sustainable improvement and change for the Council. This will ensure delivery for our citizens, a focus on earlier interventions and prevention to deliver better outcomes for citizens, financial sustainability and improving efficiency of structure.
Oracle Reimplementation & Business Process Change	The programme will resolve critical fixes and reset the implementation programme, introduce new ways of working for staff, enable greater accountability and ownership across the organisation, deliver a real-time view of the Council's finances to enable more robust financial management, and provide staff with the right tools to manage performance and development.

4. Improvement and Recovery Plan (IRP) Priorities

Programme	Description
Review Key Corporate Services	This programme will review the provision and operation of key corporate services and define the target operating model for corporate services that will be aligned to the future ways of working enabled by the Oracle reimplementation. There is an interdependency with the 'Improve Key Citizen Services & Customer Standards' programme.
Consolidation Programme & Digital Efficiencies	This programme will seek to identify opportunities for further consolidation where similar activities may be duplicated across the Council, aiming to deliver services in a more consistent, standardised, efficient and cost-effective way to improve performance and enhance the customer experience. The Digital Efficiencies workstream will involve cross-organisation multi-disciplinary teams working to deliver across a range of small, quick value return, low complexity products that release efficiencies.
Employee Relations & People Management	This programme will review and strengthen communication and engagement with and between managers, teams, employees and staff bodies across the Council, improve relations and rebuild trust with Trade Unions, and create an embedded portfolio of support and development for our people to ensure that we develop and support talent.
Programme, Performance & Risk Management	The programme will bring together and build on work that is already underway to strengthen the information and the analysis and reporting of it to inform better decision-making, programme delivery, performance and risk management across the Council. All aspects of performance management will be reviewed and improved to ensure a focus on using performance data to drive service improvement, value for money, and support effective decision-making. We will enable continuous service improvement through consistent and effective performance management and use of sector benchmarking data.
Governance & Relationships	This programme will improve the way the political governance of the Council works, continuing key facets of the CfGS Governance Review Stabilisation Plan. This will include a review and refresh of the constitution and the member and officer roles, responsibilities, and relationships that are critical to ensure effective decision-making, partnership working and policy development.
Corporate Landlord Programme	This programme will create a central and professionalised property function to strategically manage all of the Council's operational and community facing property assets. It will support the Corporate Landlord's ability to work across the Council and will consider the tenure by which property assets are held, both freehold and leasehold.

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4. Improvement and Recovery Plan (IRP) Priorities

Aim 3: Delivering Good Services: The Council has historic issues with several key services which will be the initial focus of our service improvement. The Council needs to secure continuous improvement and public trust across all of its services, ensuring clear service standards, customer focus, and value for money – achieving the best possible outcomes for citizens in most efficient way. An improved financial position and better run organisation will enable this to happen.

The focus of this aim is:	The things that tell us we have achieved our aims are:
Improve the way services are delivered to citizens, ensuring value for money, continuous improvement, clear service standards and a customer focus are central to how we manage and deliver.	▪ Efficient and effective citizen services which consistently provide safe, compliant, fair, and lawful services ▪ Conforming with best value duty to deliver value for money services in line with expected standards and statutory requirements ▪ Improved citizen experience with clear, consistent, and well-defined services ▪ Improved external review and inspection outcomes

The key programmes of work that will help deliver this improvement and change are:

Programme	Description
Children & Families Improvement	Delivery of short and medium-term priorities through the Children and Families Plan, to systematically improve service provision and outcomes for children across the City, with a key focus on improvement of SEND services.
Street Scene Transformation – including Waste	This programme will address both immediate short-term issues to stabilise Street Scene services and deliver longer term transformation to drive consistent service performance and improved outcomes for citizens. It will cover 5 workstreams, which will each have their own transformation plan, being waste, street management, fleet, parks and green spaces, and management controls.
Housing Improvement	To drive improvement across key areas of the City Housing Portfolio delivering better outcomes and benefits for residents. There are 3 areas of immediate focus being Affordable Housing, Quality of Council Housing, and Homelessness.
Improve Key Citizen Services & Customer Standards	This programme will build on the 'Review Key Corporate Services' programme, by defining a standardised approach to review and embedding good practice characteristics and principles for how citizen focused services are led, managed, and delivered, so that our model of service delivery is focused on value for money and continuous learning and improvement.

5. Governance, Assurance and Monitoring
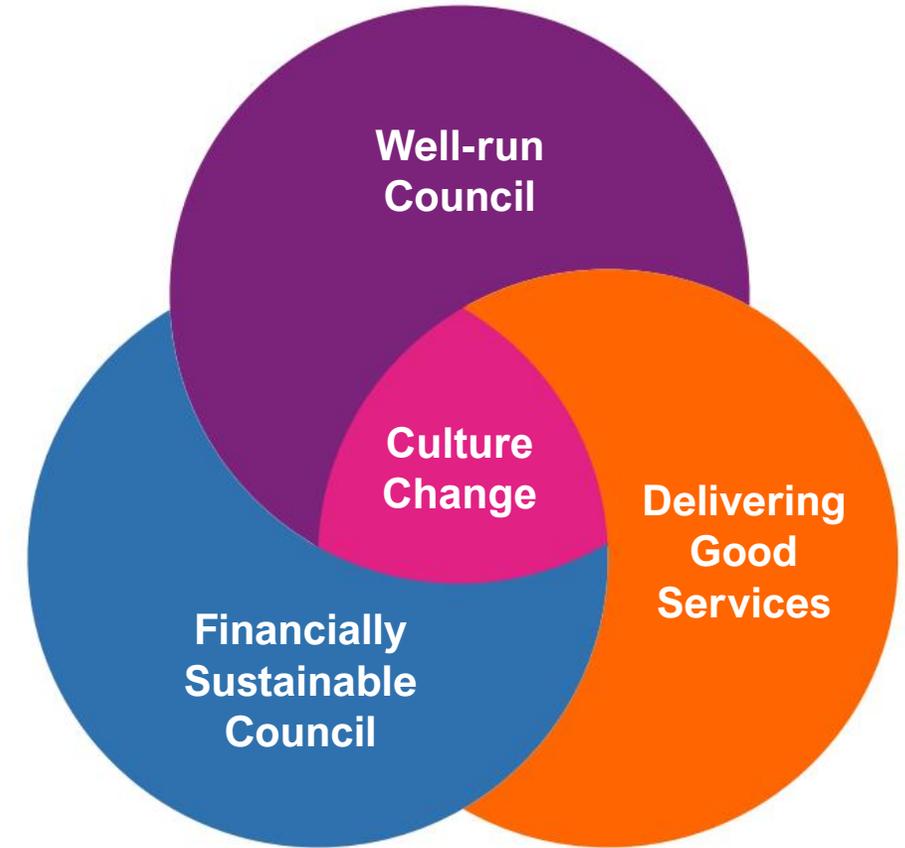
5. Governance, Assurance and Monitoring

Governance Principles

Effective governance and assurance are critical to delivering the transformation, improvement and budget savings proposed by the IRP.

The arrangements established provide members and officers the mechanisms to manage the delivery of the IRP, as well as ensuring that the desired impacts and benefits are being achieved.

The principles as set out in Figure 6 underpin the governance and assurance of the IRP.

Governance Model and Approach

The governance model and approach works on the premise of clear accountability of delivery. The officer governance layers will ensure that progress is reported and acted upon, political leadership, scrutiny and decision making is timely and informed and there is proactive management of risks, actions, issues and dependencies.

Strategic Directors will act as Senior Accountable Officers (SAOs) for all the IRP programmes, and budget saving initiatives being led/delivered by their directorates.

Figure 6: Governance Principles

Principle	Description
Transparent accountability	Each programme in the IRP has clear accountability through named ownership of responsibilities and defined roles – including a Senior Accountable Officer, Responsible Delivery Lead and Lead Member.
Transformation and Improvement Board	Comprising the Chief Executive and members of the Strategic Leadership Team, the Board operates with specific terms of reference detailing roles and responsibilities, routes of escalation and decision making. The Board plays a critical role in providing challenge and ensuring Senior Accountable Officers (SAOs) and Responsible Delivery Leads (RDLs) are accountable for delivery and mitigations.
Proportionate Directorate Board arrangements	Accountability for delivery sits with Strategic Directors (as Senior Accountable Officers), who are responsible for ensuring grip and pace of delivery. Strategic Directors take a tailored and proportionate approach that reflects different levels of maturity of projects, and the varying size and complexity of individual initiatives within their portfolio.
Consistent and robust monitoring and assurance arrangements	There is a consistent flow of information from Directorate Boards to the Transformation and Improvement Board, members and the Improvement and Recovery Board. The Corporate Programme/Portfolio Management Office (CPMO) will apply an overarching corporate assurance method that delivers relevant, timely and accurate reporting of progress against objectives.
Member and senior officer oversight of delivery and impact	Members are integrated into the model and have clear oversight via forums including, Cabinet Member briefings, Executive Management Team (Cabinet and Corporate Leadership Team) and Overview & Scrutiny and Audit committees.
Risk based approach	Risk will be managed dynamically with clear routes of escalation and resolution. Clear mitigation plans and actions will be proactively reviewed and owned by Responsible Delivery Leads and Senior Accountable Officers, and consistently reported to the Transformation and Improvement Board.

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5. Governance, Assurance and Monitoring

Governance Model and Approach (cont.)

In addition, they will be assigned a number of corporate initiatives/programmes by the Chief Executive. They will be held accountable for delivering by the Transformation and Improvement Board (TIB) and the Chief Executive through regular performance reviews.

The key governance structures are set out in Figure 7. SAO and RDL roles are described below:

- **Senior Accountable Officer (SAO):** Accountable for the overall delivery and success of the programme. They are responsible for ensuring the programme is delivering as required and making key decisions. They are also responsible for ensuring engagement with key stakeholders including members takes place in a timely manner.

- **Responsible Delivery Lead (RDL):** Responsible for the day-to-day management and delivery of the programme activity, ensuring key stakeholders are engaged and the workstream is progressing as planned. They will be accountable to and report on progress to SAOs and be supported by project officers and programme managers to ensure programmes and savings initiatives are delivered.

Assurance Reporting

Reporting on the IRP will be robust, proportionate, transparent, and regular. All programmes and projects will report progress against key delivery milestones and performance alongside actively monitoring and managing risks to ensure that their outcomes are achieved in a timely manner.

A standardised approach to reporting on the IRP will be defined and established by the Corporate Portfolio Management Office (CPMO), working closely with finance and directorate delivery resources.

The TIB will receive an assurance pack produced by the CPMO which is compiled with data from across the initiatives reporting into the Directorate Boards. SAOs are held to account in this forum and issues and decisions are escalated here for resolution.

The TIB is the key officer level forum for resolution of issues prior to reporting to the Commissioners Improvement and Recovery Board (IRB). Cabinet members will be briefed at Extended Management Team (EMT) on key headlines, progress and risks.

After the IRB, reporting to the Audit Committee and the Overview and Scrutiny Co-ordinating Committee will provide member assurance, challenge and oversight.

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5. Governance, Assurance and Monitoring

Figure 7: Key Governance Structures

Formal reporting post Improvement & Recovery Board to Cabinet, Audit and O&S Committees

Improvement & Recovery Board

Commissioner Governance

Overview & Scrutiny

Extended Management Team (EMT)

Transformation & Improvement Board

Directorate Board (chaired by Senior Accountable Officer)

Directorate Board (chaired by Senior Accountable Officer)

Directorate Board (chaired by Senior Accountable Officer)

Directorate Board (chaired by Senior Accountable Officer)

Directorate Board (chaired by Senior Accountable Officer)

Initiatives (Programmes and Savings) (led by Responsible Delivery Leads)

BCC Governance

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5. Governance, Assurance and Monitoring

Elected Member Oversight (cont.)

Overview and Scrutiny work programmes are aligned to the IRP. Key programmes and projects report regularly into specific Overview and Scrutiny Committees – for example:

- SEND Improvement (Education, Children & Young People OSC)
- Housing Regulatory Compliance (Homes OSC)
- Oracle Stabilisation (Finance & Resources OSC)
- Job Evaluation and Pay Equity (Finance & Resources OSC)
- Budget (O&S Budget task and finish group)

Role of the Corporate Portfolio Management Office (CPMO)

The CPMO provides independent corporate assurance to the Transformation and Improvement Board and Members. It also supports and enables delivery across the Council.

It acts as the single source of truth providing visibility of programmes and savings initiatives and the associated benefits through robust and transparent monitoring and reporting practices.

The scale of the challenges facing the Council is considerable and the CPMO function has been strengthened and changed to reflect this increase in scale and pace, driving delivery & supporting assurance more effectively.

IRP Performance Framework

Each aim of the IRP is broken down into a series of outcomes. To demonstrate progress towards, and achievement of, these outcomes, a small but focussed set of Key Performance Indicators (KPIs) have been agreed.

Appendix 3 provides a more detailed summary of this, listing the KPIs.

We recognise that the prevailing low levels of citizen satisfaction and trust in our services may be compounded by the activity required to become financially sustainable.

Therefore, we will be realistic in the first year and ensure that we are monitoring progress in the context of the position the Council is in at each measurable moment of its performance journey.

This will mean using measures that not only monitor progress against the IRP but also against our services more generally, so that we can evidence improvement over time.

Managing Impacts

As described, the CPMO will provide regular reporting on the IRP and benefits realisation. Unplanned consequences and negative impacts of changes the Council is making, in particular with regards to budget savings will continue to be a key consideration through wider governance and assurance, including overview and scrutiny committees.

This will also be captured and managed through completing Equality Impact Assessments (EIAs) for all policy/strategy development and changes to ensure the implications of our decisions on our residents are understood and considered.

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5. Governance, Assurance and Monitoring

Risk Based Approach

A detailed awareness and understanding of risks and dependencies across all improvement and recovery work is critical.

Clear mitigation plans and actions will be proactively reviewed and owned by Responsible Delivery Leads (RDLs) and Senior Accountable Officers (SAOs), and consistently reported to the Transformation and Improvement Board (TIB).

The governance layers put in place, alongside specific tools such as Risks, Actions, Issues and Dependencies (RAID) Logs, will ensure that there is proactive management of risks and dependencies across all programmes, considering also how they interrelate with each other and considering how best to mitigate risks before they materialise as issues.

Directorate Boards will manage and monitor risks and dependencies in more detail for each individual programme (including delivery of budget savings).

The TIB, informed by CPMO reporting, will provide visibility and focus on strong and proactive management of cross-cutting risks and dependencies.

High-risk and/or significantly sized programmes (e.g., Oracle, Job Evaluation, SEND) already have dedicated programme boards and associated governance which will continue.

The governance, assurance and monitoring approach will develop and mature as it embeds. Engagement with IRP SAOs and RDLs during the development of this IRP has ensured each programme has clear ownership, accountability, risk management and dependency mapping built in from the outset. These will be further developed as programme delivery plans are formed and finalised.

Alongside all the detail set out on how risks will be managed across the programme, the improvement of risk management is a priority within this IRP. This will improve consistency, ownership and rigour within and across the Council.

Dependency Management

Interdependencies between IRP programmes have been considered and this will continue as part of the IRP governance, assurance and monitoring.

Consideration of interdependencies have informed how we have structured our priority programmes. For example: The Governance and Relationships Programme brings together the priorities of member/officer roles and relationships, member development and support and the review of the constitution joining up interrelated facets of improvements to governance and culture.

Key Overarching IRP Risks and Dependencies

Alongside the risks and dependencies identified against each individual programme, there are a number of key overarching risks and dependencies to delivery of the IRP which need to be considered and mitigated against. These are set out in the tables in Appendix 6. These tables are not an exhaustive list.

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6. Engagement and Communication

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6. Engagement and Communication

Engagement and Communication

Engagement has taken place at different levels and through different forums throughout the process of developing the IRP, to ensure the IRP has been developed collectively and plans have been continuously iterated using feedback.

As the Council's improvement journey develops, we will continue to engage and communicate on our plans and progress to our citizens, members, staff, partners, businesses, and stakeholders. Listening to and learning from them and adjusting and updating the plan in line with new and emerging priorities.

Reporting Progress

Regular reporting to the Cabinet, Audit Committee and Overview and Scrutiny Committees will take place for the duration of the IRP. This will provide assurance to members and citizens we are making progress towards the commitments we have made.

Overview and Scrutiny Committee work programmes have also been aligned to the IRP, so that key programmes and projects are reported regularly into specific Committees.

An annual review of progress will be undertaken each year.

Figure 9: Engagement and Communication Forums

Engagement forum	Stakeholders	Description of engagement
Corporate Leadership Team (CLT)	Strategic Directors	Developing the overarching IRP Framework and specific elements within the framework requiring steer, such as the development of governance arrangements and resourcing approach.
Extended Corporate Leadership Team (ECLT)	Directors and Assistant Directors	Developing and testing the IRP outcomes and improvement priorities to ensure the IRP is targeting the right areas. Considering how we measure success against each of the outcomes.
Extended Management Team (EMT)	Cabinet and CLT Members	Ongoing briefings to keep members informed on the progress in developing the IRP and provide feedback on the overarching IRP framework including outcomes and priorities.
Informal Cabinet	Cabinet Members	
Party Leadership	Political Group Leaders	
Overview & Scrutiny Committees (O&S)	Members	Presentations to each of the 8 O&S committees during January and Feb 2024 to test and develop key aspects of the IRP and ensure IRP features in O&S work programmes.
Improvement & Recovery Board (IRB)	Commissioners	Testing and developing key aspects of the IRP detail (framework, governance, resourcing, etc) with commissioners to get steer and guidance. Presentation of draft IRP to the Improvement and Recovery Board (IRB).
Corporate Communications & Engagement	Council Staff and Members	Providing regular updates on how the IRP is developing through webinars, email bulletins, and intranet page updates. Staff survey to provide an opportunity for specific feedback and expression of interest to support IRP development.

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7. Enabling and Supporting Delivery of the IRP (Resources)

7. Enabling and Supporting Delivery of the IRP (Resources)

Resourcing the IRP

Significant and sustained investment is required to deliver the scale and pace of change required. Without directing the right resources to delivering those programmes we will not be able to achieve the necessary changes or deliver required budget savings.

Delivery of the IRP, including budget saving proposals, will require capacity and expertise over and above business-as-usual resources. This will include both capacity within directorates and within our corporate services (e.g. People Services and Finance).

There is budget provision of up to £20m (in the Council budget from 2024/25) to fund additional capacity and resource to support transformation, improvement and change. This will enable additional delivery capacity to be deployed across Directorates where it is needed.

Resourcing Strategy

Our approach to sourcing and deploying the additional capacity required includes a mixed approach, ensuring efficiency, effectiveness and value for money. It ensures we have the right resources at the right time with the relevant skills to support delivery. Figure 12 outlines the three core components of the resourcing approach.

Mobilising and Deploying Resources

For existing programmes, such as Job Evaluation, Oracle, SEND and Housing Improvement, there is already resource secured, deployed and in place to support delivery that is well underway.

For other programmes, resource requirements will be defined as the programme is fully scoped.

The Corporate Portfolio Management Office (CPMO) provides an overview of the whole Council's requirements for transformation, and improvement resource and will inform decisions about the deployment of resources.

Figure 10: Resourcing Strategy

Component	Approach
Internal BCC Resource	A refocussing of internal resources to support the development and delivery of budget savings and improvement programmes. Identification of capacity from across the organisation that can potentially be redirected and/or deployed to support IRP delivery.
Interim External Capacity	Short-term capacity and technical expertise to support development and delivery of budget proposals through established framework arrangements with agencies. Support from the Centre for Governance & Scrutiny (CfGS) and Local Government Association (LGA) to some elements of the IRP programme development, including Governance & Relationships programme
Transformation Partners	Engagement of external partners where necessary to support the delivery of programmes and savings initiatives. This may include specialist capability to support improvement in specific areas (e.g. sector and technical expertise). We will also draw on sector networks, expertise and capacity across the local government sector, including from local authorities that have successfully navigated similar challenges, and from the Local Government Association.

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Appendices

- A1 – Priority Programme Activity Summaries
- A2 – Priority Programme Activity Plans on a Page
- A3 – Performance Indicators
- A4 – Response to External Auditor Statutory Recommendations
- A5 – Response to CfGS Governance Review: Stabilisation Plan
- A6 – Risk and Dependency Management

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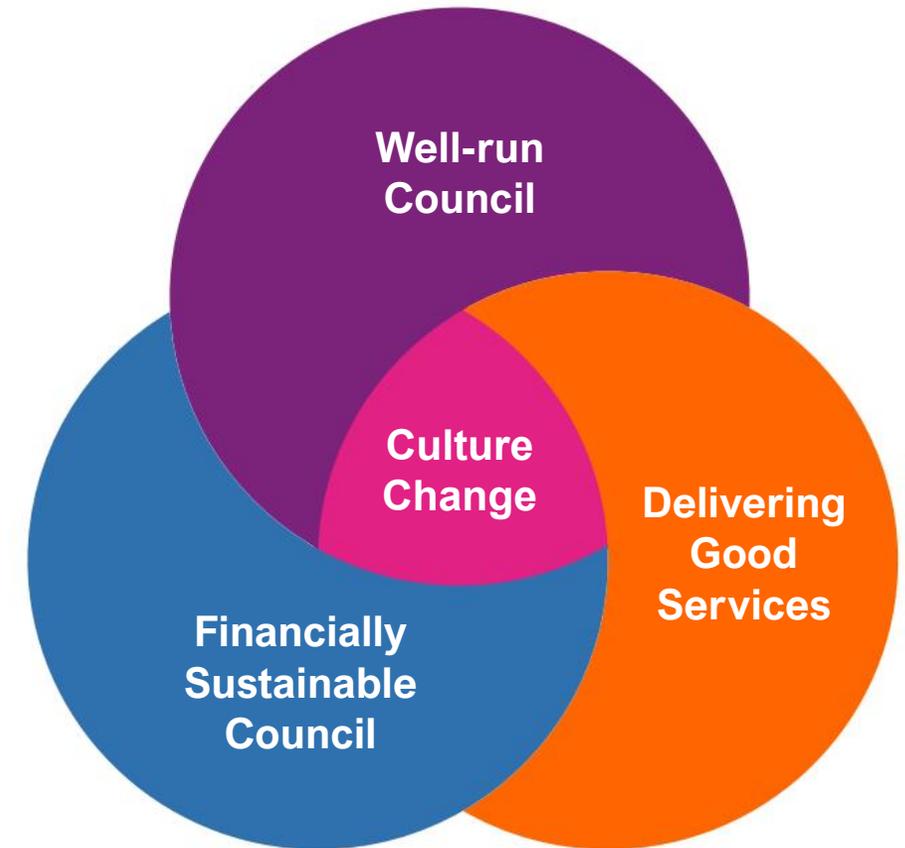
Appendix 1
Priority Programme Activity Summaries

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Aim 1: A Financially Sustainable Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Deliver Savings & Balance the Budget	This programme is focussed on the development and delivery of budget savings proposals to achieve a balanced budget in 2025/26. This includes: • The delivery of savings proposals totalling £149.8m for 2024/25, ensuring a robust approach to monitoring and assurance to ensure that savings are delivered as planned, and achieve the savings intended. • The development of further proposals for budget savings in 2025/26. Some of the proposals will be significant in size and complexity and will require a fundamental transformation of services and functions, or cross-cutting (rather than directorate specific) and are likely to become a dedicated programme within the IRP, such as consolidation, procurement savings and corporate landlord.	Director of Finance and Section 151 Officer	Cabinet Member for Finance and Resources	Monitoring of 2024/25 savings delivery and development of 25/26 savings plans, which currently includes 150+ savings proposals, with particular focus on top 12 savings initiatives identified which account for over half 2024/25 savings identified:	Feb 2024	Mar 2025
				Budget 24/25 Savings Proposals (Top 12 monetary value)		
		Strategic Director for City Operations	Cabinet Member for Transport	Reduce spend on Highways maintenance	Mar 2024	May 2024
		Strategic Director of Children and Families	Cabinet Member for Children, Young People and Families	Children's Travel Transport Contracts Re-procurement	Mar 2024	Sep 2024
				Reduction of contract sum for Birmingham Children's Trust	Mar 2024	Apr 2024
				Commissioning of Early Help Contracts for Children, Young People and Families	Mar 2024	Sep 2024
				Review of non-statutory transport packages (Post 16)	Mar 2024	Sep 2024
				Headcount reductions in Children and Families	Mar 2024	Apr 2024
		Strategic Director for Adult Social Care	Cabinet Member for Health and Social Care	Review Care Packages to reflect a strength-based approach whilst still meeting assessed needs	Mar 2024	Mar 2025
				Review of third sector inflationary uplifts	Mar 2024	Apr 2024
				Grant Maximisation - Adult Social Care	Mar 2024	Apr 2024
		Strategic Director of Place, Prosperity and Sustainability	Leader of the Council	Service re-design and restructure	Mar 2024	Jun 2024
		Strategic Director for Adult Social Care	Cabinet Member for Finance and Resources	Increased tax collection - additional debt recovery teams	Mar 2024	Mar 2025
		Director for Strategy, Equality and Partnerships	Cabinet Member for Digital, Culture, Heritage and Tourism	Digital and Technology Services Redesign	Mar 2024	Apr 2024

Aim 1: A Financially Sustainable Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Job Evaluation Programme	This programme will deliver a new Pay Equity Scheme at the Council by April 2025. The Pay Equity Scheme will help to address and mitigate the Councils equal pay liability, implement a fair and equitable pay and grading structure across the Council and ensure staff satisfaction with these changes. To deliver this, the programme will allocate and evaluate pay grades, model pay, revise the terms and conditions for appropriate roles and review roles across the Council. To support these activities, the programme will carry out an eight-week trial of the Job Description Questionnaire process that will help to ensure additional information on roles can be provided by employees and taken into consideration. The programme will also implement directorate and cross-directorate moderation. The success of the programme will rely on the mobilisation of an Operational Steering Group, and effective engagement with employees and the Union throughout.	Director of People Services	Leader of the Council	Mobilisation of Operational Steering Group	Oct 2023	Dec 2023
				Commence 8-week trial of JDQ process	Jan 2024	Jan 2024
				Formal evaluator training started	Feb 2024	Feb 2024
				200 benchmark roles evaluated	Mar 2024	May 2024
				All non-benchmark (circa 2,500) roles evaluated	May 2024	Aug 2024
				Directorate moderation completed	Sep 2024	Sep 2024
				Cross directorate moderation completed	Sep 2024	Sep 2024
				Pay modelling completed	Mar 2024	Oct 2024
				Employee and Union Consultation/Negotiation completed	Oct 2024	Jan 2025
				Change processing and implementation completed	Feb 2025	Mar 2025
				Full implementation of new pay and grading structure completed	Mar 2025	Apr 2025

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Aim 1: A Financially Sustainable Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Asset Sales Programme	This programme will undertake a review of capital assets (principally commercial and surplus operational properties) to identify opportunities to generate capital receipts that will contribute to a balanced near-term budget. The programme has an overarching aim of securing £500m of capital from asset sales by December 2024, and a further £250m by December 2025. To achieve this, the programme requires the asset sales strategy to be agreed, the Cabinet Property Committee to be set up and an agreed Disposal methodology. Underpinning the programme is the implementation of an asset disposal strategy (both commercial and operational).	Strategic Director of Place, Prosperity and Sustainability	Leader of the Council	Review assets list and agree disposal methodology (Economy and Skills O&S Committee)	Jan 2024	Jan 2024
				Undertake first tranche of public auctions	Feb 2024	Feb 2024
				Implement asset disposal programme in line with Strategy, with the following activities completed: • Undertake due diligence • Market asset • Seek approval through Cabinet Committee Property (CCP) • Agree heads of terms • Legal contract negotiations, etc. • Complete sale and collect capital receipt This approach will work to the following milestones:		
				• Generation of £15m capital receipts (cumulative) from asset sales	Feb 2024	Mar 2024
				• Generation of £45m capital receipts (cumulative) from asset sales	Apr 2024	Jun 2024
				• Generation of £185m capital receipts (cumulative) from asset sales	Jul 2024	Sep 2024
				• Generation of £500m capital receipts (cumulative) from asset sales	Oct 2024	Dec 2024
				• Generation of a further £250m capital receipts from asset sales	Jan 2025	Dec 2025

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Aim 1: A Financially Sustainable Council

Programme	Purpose	SAO	Lead Member	Key Activities		Start	End
Review of Companies & Traded Services	This programme involves a detailed review of Council-controlled companies and traded services to identify options to raise funds, reduce costs and minimise financial risk. The programme will support the delivery of a balanced budget and financial sustainability across the Council. Central to the delivery of this programme is: • The implementation of a reduction programme which will reduce the portfolio of companies to those that are financially viable, required for statutory purposes, or for service delivery • A review of material traded services to maximise traded opportunities and ensure that the traded services retained are contributing positively in terms of finance and risk management	Chief Operating Officer	Deputy Leader of the Council and Cabinet Member for Finance and Resources	**Review of Companies**			
				Agree action plan to drive rolling programme of deep dives into Council-controlled companies		Feb 2024	Mar 2024
				Deliver rolling programme of deep dives into all Council-controlled companies		Apr 2024	Dec 2024
				Programme of improving Governance and officer for all companies where BCC have a controlling share (>20%)		Apr 2024	Sep 2024
				Complete implementation of company portfolio reduction		Apr 2024	Dec 2024
				Monitor review progress through Cabinet Committee Group Company Governance		Monthly	Monthly
				Review of Traded Services			
				Review material traded areas for new opportunities		Apr 2024	Jul 2024
				Review other smaller traded services for new opportunities and risk management		May 2024	Jul 2024
				Note: Dedicated resource identified and in place to carry out above Traded Services activities.			

Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Organisational Design & Culture Change	This programme is predicated on culture change being at the heart of the Council's improvement and transformation journey and its future shape. The programme will involve collaborative work across the whole Council to define and establish a strengthened organisational culture that delivers sustainable improvement through a focus on: • Improving outcomes for citizens • Empowering staff to make decisions at the right levels • Learning lessons and embedding customer focus throughout the organisation. Key dependencies for the programme will be early intervention and prevention principles and our Everyone's Battle, Everyone's Business (EBEB) programme, which embodies the Council's objectives on equality, diversity and inclusion. This programme will be a key dependency for all other programmes across the Council and within the IRP. The initial focus of this programme will be to define a vision, strategic priorities, and leadership principles which will drive the approach. The assessment and design will then set out the future organisational culture required to deliver on those aims. Organisational Design will set out to analyse and benchmark the current shape of the Council, proposing standardised principles and a governance approach. This will support the directorates in the design and delivery of the future organisation shape ensuring delivery for our citizens, a focus on earlier interventions and prevention to deliver better outcomes for citizens, financial sustainability and improving efficiency of structure.	Director of People Services	Leader of the Council	**Culture Change**		
				Developing the Cultural Blueprint, identifying the target culture	Feb 2024	May 2024
				Development support for leaders and managers in living culture	Mar 2024	Jun 2024
				Design and delivery of mechanisms to support embedding culture for all to include policies, procedures, communications and training	Jun 2024	Dec 2024
				Staff Engagement during programme, design, pilot and continuing	Oct 2024	Jun 2025
				Organisational Design		
				Leadership Future Organisational Shape designed and delivered	Mar 2024	May 2024
				Existing Organisational Structure analysis and report produced	May 2024	Sep 2024
				Creation of Organisational Design Principles and Design Authority	May 2024	Jul 2024
				Staff Engagement during programme, design and delivery	May 2024	Jan 2025
				Future Organisational Shape design and delivery	Aug 2024	Dec 2024

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Oracle Reimplementation and Business Process Change	The programme will resolve critical fixes and reset the implementation programme, including new sponsorship/governance and additional capabilities, to deliver an effective Oracle system for Finance and HR that will support the efficient delivery of corporate support services to the rest of the organisation. The programme will introduce new ways of working for staff, enable greater accountability and ownership across the organisation, deliver a real-time view of the Council's finances to enable more robust financial management, and provide staff with the right tools to manage performance and development. The approach will adopt best practice processes rather than adapt the system to fit legacy Council ways of working. This will involve supporting staff to review and revise business processes that deliver efficiencies and improved productivity across the organisation. Key areas of delivery: • Developing the case and implementation approach for re-implementation. • Concluding delivery of Phase 1 essential fixes and a roadmap to maintain the current system while re-implementation work is undertaken. • Implementing a standard solution for Council Income management. • Addressing critical control and security issues • Building Oracle skills and capabilities in the Council • Addressing ways of working across Finance, People Services, procurement, programme and Digital and Technology Services (DTS) to underpin programme of work. • Developing a reporting strategy to support essential data provision in the Council.	Director of Finance and Section 151 Officer	Cabinet Member for Finance and Resources	**Note:** Re-implementation Milestone approvals and assurance gates to be confirmed.		
				Submission of options and approach	Mar 2024	Apr 2024
				Phase 1 Essential Fixes and Changes Complete	Mar 2023	Apr 2024
				Income Management Solution Go-Live	Feb 2024	Mar 2025
				Phase 2 Essential Fixes and Changes Complete	April 2024	Apr 2025
				Oracle Re-Implementation Go-Live	April 2024	Sep 2026

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Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Review Key Corporate Services	The first stage of this programme will be to review the provision and operation of key corporate services to identify immediate repositioning and changes required to support the organisation to deal with major Council programmes and achieve the overall savings identified, alongside delivering specific savings initiatives identified within corporate services. The next stage will be to define the target operating model for corporate services, aligned to the future ways of working enabled by the Oracle reimplementation. This will consider further centralisation of corporate activity, the combining of delivery of transactional services, the creation professional centres of excellence and the refinement of business partnering arrangements across corporate services. There is an interdependency with the 'Improve Key Citizen Services & Customer Standards' programme, which will undertake a series of evidence-based reviews using the work done in this programme as the enabling foundation. Corporate Service reviews will include: • **Finance** – response to external auditor recommendations is in progress, alongside completing a review of vacant roles and assessing whether savings can be made from reallocation of tasks, which will result in a savings for 2024/25. A fundamental review of the future functional structure to improve efficiency and effectiveness and leverage the investment in Oracle. (continued on next page)	Chief Operating Officer Director of Finance and Section 151 Officer Director of People Services Chief Operating Officer	Leader of the Council and Deputy Leader of the Council	Complete reviews of all corporate services	Feb 2024	Sep 2024
				Define Target Operating Model for corporate services	May 2024	Oct 2024
				Finance		
				Address external auditor recommendations including those on broader financial management and decision making across the Council	Oct 2023	Ongoing
				Deliver range of diagnostics to inform Finance improvement (this could include reviews of business partnering, transactional services, etc.)	May 2024	Oct 2024
				Internal Audit & Risk		
				Review the structure of the current Internal Audit team through engagement and consultation with Officers to develop a future team structure	Jan 2024	Sep 2024
				Review the sourcing options for specific expertise, such as external expertise for technical audit work	Jan 2024	Sep 2024
				People Services		
				Implementation of People Services improvement plan and new functional structure	Jan 2024	Jan 2025
				Corporate Portfolio Management Office (CPMO)		
				Map source and deploy corporate enabled resources to deliver savings, transformation and improvement across the Council	Feb 2024	Jun 2024
				Implement new CPMO model, infrastructure and reporting approach	Apr 2024	Sep 2024
				(continued on next page)		

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Review Key Corporate Services cont.	• **Internal Audit & Risk** – restructure has been identified as a savings proposal, with a review underway of the structure and future operating model explore potential alternative sourcing options. The outcome of this review will be presented by Q3 2024/25. • **People Services** – transitional structure to support major programmes, implementation of improvement plan. A fundamental review of the future functional structure to improve efficiency and effectiveness and leverage the investment in Oracle. • **CPMO** – strengthened programme, performance and risk management for delivery of budget savings, improvement and transformation. • **Legal & Governance** – the service is undertaking a full transformation programme (to April 2025), starting with a restructure but looking at processes and procedures, culture, learning and development, modernisation of legal roles and much more. • **Procurement** – Redefining of organisational expectations of procurement and commercial functions to improve governance and ensure valued outputs in relation to a sustainable Council. • **Digital Services** –An interim review of the organisational model to achieve the 2024/25 savings and digital enablement of frontline services that are dependent on rapid deployment of digital solutions to ensure the achievement of their 2024/25 objectives and key results and delivery of the Improvement and Recovery Plan. An assessment of the operating model implemented in 2023 with a focus on enhancing responsiveness, further reducing operational risk, removing or minimising legacy system maintenance costs and increasing the skills and knowledge to support the investment in strategic platforms such as Oracle.	City Solicitor and Monitoring Officer Chief Operating Officer (interim), pending the appointment of the Director of Commercial and Procurement Chief Operating Officer (interim), pending the appointment of the Director of IT and Digital	Leader of the Council and Deputy Leader of the Council	**Legal & Governance**		
				Consult on proposed new structure for Legal Services to modernise the practice, including change of job titles and roles	Jan 2024	Jun 2024
				Create a business/strategy plan to support growth and improvement and assist with implementation of the other transformation activity	Jan 2024	Jun 2024
				Procurement		
				Reviewing and refocusing of target operating model (to include prioritisation around resourcing of roles, establishing the right balance of commercial governance, and ensuring quality information drives effective decision making around procurement and commercial activity)	Jan 2024	Dec 2024
				Digital Services		
				Re-baseline digital delivery plan to support priority business objectives and key results	Apr 2024	May 2024
				Assessment (VFM, Maturity, Fit of Purpose) of Digital and Technology service operating model	Apr 2024	Jun 2024
				Alignment with emerging organisational design and implementation of an enhanced functional operating model	Jun 2024	Mar 2025

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End

Consolidation Programme & Digital Efficiencies	This programme will seek to identify opportunities for further consolidation where similar activities may be duplicated across the Council. This approach will aim to deliver services in a more consistent, standardised, efficient and cost-effective way to improve performance and enhance the customer experience. The programme will be a driver of budget savings for the organisation.
	
	A number of activities have been identified as in scope starting with a 12-week discovery into several priority 1 areas as follows:
	• Priority 1
	  • Business Support
	  • Debt Recovery
	  • Customer Contact
	  • Integrated Transport Unit
	  • Digital Post & Print
	
	Digital and Technology Services (DTS) will lead cross-organisation multi-disciplinary teams (Foundry) to deliver across a range of small, quick value return, low complexity products that release efficiencies – focusing on using the Microsoft range of products where possible; UI Path for more complex process automation opportunities and Birmingham Guardian for field workers.
		Director of Strategy, Equality and Partnerships	Deputy Leader of the Council	**Consolidation**		

				Discovery: To collate necessary information and data relating to Priority 1 projects, starting with Fleet & Transport Management, Debt Recovery and Business Support. To analyse the data and propose future models for each consolidation.		
				Baseline as-is data and position	Jan 2024	Feb 2024
				Validate baseline data and define future opportunities	Feb 2024	Feb 2024
				Develop to-be plans and proposals	Feb 2024	Mar 2024
				Go / No-go decision on Priority 1 plans and proposals	Apr 2024	Apr 2024
				Implement agreed Priority 1 plans and proposals to bring services and budgets together	May 2024	Mar 2025
				Note: Plans for the Consolidation Programme are in development. Future Discovery and Implementation phases for Priority 2 plans and proposals will be agreed in due course as Priority 1 plans develop.		
			Cabinet Member for Digital, Culture, Heritage and Tourism	**Digital Efficiencies**		
				Onboarding, opportunity gathering, supplier engagement	Feb 2024	Mar 2024
				Establishment of governance and communication channels	Feb 2024	Apr 2024
				Delivery of Q1 efficiency products	Apr 2024	Jun 2024
				Foundry governance boards (monthly)	Apr 2024	Monthly
				Development of business case to draw down further funding	Jun 2024	Jun 2024
				Note: The approach taken will be iterative, and therefore will develop further following the first quarter of delivery activity and dependent on the agreement of further funding.		

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Employee Relations & People Management	This programme will respond to issues in the CfGS Governance Review and strengthen communication and engagement with and between managers, teams, employees and staff bodies across the Council. It will focus on: • Improving relationships and rebuild trust with Trade Unions through better communication and collaboration during the delivery of key programmes, such as Job Evaluation. The programme will continue to strengthen our employee relations capability through a centralised team and improved governance, and through new and better relationships with senior union representatives, recognising the importance of rebuilding trust as we transform our culture and ways of working. • Improving our internal systems, networks, communication channels, and talent development approaches, to ensure we support and develop our people, and communicate effectively so that expectations are well-informed and realistic. A key early activity will be an employee survey to understand key concerns and establish a baseline against which we can measure progress. • Creation of an embedded portfolio of support and development for our people to ensure that we attract, nurture and develop talent, as well as better support and manage those who are underperforming, fostering a culture of continuous learning supported by active performance management. We will create a pipeline of enabled and empowered future leaders whilst also investing in and foster opportunity for early careers through work experience, apprenticeships and graduate schemes. All of this will be done in line with our Everyone's Battle, Everyone's Business (EBEB) programme, which embodies the Council's objectives on equality, diversity and inclusion.	Director of People Services	Leader of the Council	**Trade Union Relations**		
				Note: Relations with Trade Unions will initially continue to be improved through collaborative working to deliver major activities such as the Job Evaluation & Equal Pay programme.		
				Create Employee Relations Strategy and tactical plan 2024-25	Apr 2024	Jun 2024
				Resource and upskill Employee Relations Team	Jul 2024	Dec 2024
				Industrial Relations		
				Review and propose any changes to the Trade Union consultation framework across BCC	Jun 2024	Dec 2024
				Clarify escalation processes/avoidance of disputes procedure, focusing on informal resolution	Jun 2024	Oct 2024
				Plan and introduce Informal Sharing meetings with all Regional Officers, and CTU/DTU (50) reps hosted by senior management (6 monthly)	Sep 2024	6 monthly
				Review meeting structure, Terms of Reference and programme of meetings	Jun 2024	Dec 2024
				Deliver Industrial Relations Training and Development Programme (Leadership, Line Managers, Members). 70% of Line Managers are trained by end date	Sep 2024	Dec 2025
				Review Facilities and Time Off Agreement	Apr 2024	Mar 2025
				HR Policy		
				Facilitate consultation on changes to key HR policies (simplify) in consultation with SME's and key stakeholders, incl Policy Working Group	Jun 2024	Dec 2025
				People Management (Advisory Team)		
				Review of team structure, governance, ways of working, reporting, case management, employment tribunals	Apr 2024	Oct 2024
				Employee Relations (Case Management) Training and Development Programme (Leadership, Line Managers, Members)	Apr 2024	Mar 2025

Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Employee Relations & People Management cont.		Director of People Services	Leader of the Council	**Internal Communications & Employee Engagement**		
				Internal Communications & Colleague Engagement Strategy 2024-2026	Mar 2024	Jun 2024
				Communications & Engagement Tactical Plan 2024-2026	Mar 2024	Jun 2024
				Resourcing Engagement & Internal Communications Teams (People Services & Corporate Communications)	Feb 2024	May 2024
				Develop Measurement & Evaluation Framework	Apr 2024	Sep 2024
				Colleague Engagement Survey, Focus Groups, & Interviews (Baseline)	Apr 2024	Dec 2024
				Internal Communications Channel & Engagement Activities Review & Change Implementation (Online & Offline)	Apr 2024	Dec 2024
				Continuous Colleague Engagement Initiatives & Tools	May 2024	Nov 2025
				Colleague Experience Lifecycle Review & Change Implementation	Sep 2024	Dec 2025
				Communications & Engagement Training & Development Programme (Leadership, Line Managers, Members)	Jan 2025	Sep 2025
				Colleague Recognition Events	Jan 2025	Dec 2025

Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Employee Relations & People Management cont.		Director of People Services	Leader of the Council	**Talent Development**		
				Initial scoping of training requirements across the business. Training Budgets defined and approval from S151	May 2024	Sep 2024
				Early Careers		
				Early Careers Scoping & Team Establishment	Jun 2024	Sep 2024
				Development of Early Careers Programme and support tools CLT commitment to embedding early entry routes	Sep 2024	Dec 2024
				First Early Careers Intake	Sep 2025	Sep 2025
				Leadership Development		
				Scope & Develop Leadership Development Programme (Senior, mid Manager and Team Leader)	Sep 2024	Dec 2024
				Scope & Develop Future Leadership Programme	Mar 2025	Jun 2025
				Performance, Talent & Succession		
				Development of Performance Management	Sep 2024	Mar 2025
				Establish workforce planning identifying skill needs and aligning succession planning	Nov 2024	Mar 2025
				Robust performance management system in place to evaluate our top performers	Apr 2026	Review annually
				Talent Management and Career pathways clearly defined for career mobility within the organisation	Dec 2025	Mar 2026

Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Programme Management, Performance & Risk	The programme will bring together and build on work that is already underway to strengthen the information and the analysis and reporting of it to inform better decision-making, programme delivery, performance and risk management across the Council. We will: 1. Programme Management: Establish a strengthened and repositioned CPMO that will: Embed improved programme management standards, tools and practices across the organisation and strengthen assurance through information, reporting and accountability – with a particular focus on the programmes within the IRP 2. Performance Management: All aspects of performance management will be reviewed and improved to ensure a focus on using performance data to drive service improvement, value for money, and support effective decision-making. We will enable continuous service improvement through consistent and effective performance management and use of sector benchmarking data. 3. Risk management: Continue to develop the corporate approach to risk in response to recommendations in the CfGS governance review, which identified a lack of consistency, ownership and rigour to the management of risk. This includes development of a new Risk Platform to deliver improved visibility, real-time reporting and dynamic views of risk exposure; and a refresh and relaunch of the Council's documented Risk Management Framework.	Chief Operating Officer Director of Strategy, Equality and Partnerships	Deputy Leader of the Council	**Programme Management**		
				Work with Finance colleagues to develop and implement a robust process to track savings delivery	Dec 2023	Apr 2024
				Develop and implement tracking tool that provides coherent programme information and allows identification of interactions, dependencies and cross-cutting issues between programmes, and collate key programme information into this 'grid view'	Feb 2024	Sep 2024
				Performance Management		
				Refresh of performance information and products to focus on the things that matter most and can inform decision making (leads on from CFGS stabilisation plan)	Feb 2024	Jun 2024
				Develop a corporate KPI set to better focus on ensuring the delivery of value for money, safe, compliant basic services	Feb 2024	Jun 2024
				Commence reporting against refreshed KPIs, including relevant benchmarking data where available.	Jun 2024	Jul 2024
				Develop training on the components of the performance framework and the roles and responsibilities within this for members and officers	Apr 2024	Sep 2024
				Launch of phase 2 of the performance knowledge hub to support the training	Sep 2024	Sep 2024
				Launch training	Dec 2024	Dec 2024
				Review impact of new arrangements and refine for new reporting year (25/26)	Feb 2025	Mar 2025

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Programme Management, Performance & Risk cont.	3. Risk management: Continue to develop the corporate approach to risk in response to recommendations in the CfGS governance review, which identified a lack of consistency, ownership and rigour to the management of risk. This includes development of a new Risk Platform to deliver improved visibility, real-time reporting and dynamic views of risk exposure; and a refresh and relaunch of the Council's documented Risk Management Framework.	Director of Finance and Section 151 Officer	Deputy Leader of the Council	**Risk Management**		
				Refresh of the Council's Strategic Risks, with enhanced articulation and effective assessment and evaluation criteria	Feb 2024	Jun 2024
				Following on from the Stabilisation Plan deliverables, scope and agree the longer-term Risk Platform requirements to deliver improved visibility of the Council's risk exposure	Jul 2024	Dec 2024
				Refresh and relaunch of the Council's documented Risk Management Framework	Apr 2024	Jul 2024
				Deliver five-day governance and assurance training to officers and members which includes Risk Management module	Apr 2024	Mar 2025
				Development of Key Risk/Control Indicators as low/high tolerance triggers within the Council's existing KPI suite and further KRI/KCIs as necessary	Oct 2024	Dec 2024

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Governance & Relationships	This programme will focus on responding to issues and challenges identified in the CfGS Governance Review. Programme activity will improve the way the political governance of the Council works, including a review and refresh of the constitution and the member and officer roles, responsibilities, and relationships that are critical to ensure effective decision-making, partnership working and policy development. members will engage and support in shaping activities within this programme. The programme will contribute to more effective governance, clearer accountability, stronger working relationships and better decision-making, continuing key facets of the Governance Review Stabilisation Plan and include a focus on: • Review of the Constitution, including the Scheme of Delegation, to ensure it is fit-for-purpose and enables efficient, effective, and accountable decision making, including clearly defined delegations within a refreshed scheme of delegation. • Member Development and Support, including a comprehensive and co-ordinated programme of member training and development focussed to ensure that all members can confidently and effectively undertake their responsibilities in terms of Council leadership and decision-making, scrutiny and challenge, audit, and regulatory roles, participation in wider decision-making partnerships and representing local communities. (continued on next page)	City Solicitor and Monitoring Officer	Leader of the Council	**Constitution Review**		
				Establish a cross party working group and an officer group to: • Consider proposals from Members, Officers and Commissioners • Ensure the Constitution is fit-for-purpose • Put forward proposed changes for consideration by Full Council	Jan 2024	Jan 2024
				Develop new Terms of Reference for the Audit Committee, informed by CIPFA best practice standards, and use these to drive new ways of working. The Constitution will also be updated to reflect the new Cabinet Committee Property.	Jan 2024	Jan 2024
				Undertake a legal compliance check to identify priority constitution review areas.	Jan 2024	May 2024
				Undertake comprehensive review to make the Council's Constitution fit for purpose and ensure a development programme for Members and Officers to understand and comply with its provision.	May 2024	May 2026
				Member / Officer Development		
				Re-establish and mobilise the Member Development Group to review the member / officer protocol, and advise on improved support and development for members – including: • Member induction programme • Member Development offer • Role development and support • Information, communications and web-based resources • Attracting candidates • Support and remuneration for members	Feb 2024	Sep 2024
				Scope bullying, intimidation and harassment support action plan	Feb 2024	Apr 2024
				(continued on next page)		

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Governance & Relationships cont.	• Member and Officer Roles and Responsibilities, including activities that will improve and develop the mutual understanding of respective member and officer roles. A programme of training and support, closely aligned with work to improve our organisational culture, will help embed new protocols and strengthen knowledge, skills and co-operation between officers and members at all levels in the Council. • Ensuring effective engagement and working relationships with external partners and stakeholders.	City Solicitor and Monitoring Officer	Leader of the Council	Design, deliver and analyse a member survey to baseline perceptions and inform support and development needs	Feb 2024	May 2024
				Begin work with the Local Government Association (and other partners as needed) to scope and develop a development offer for members, and for officers who support members	Apr 2024	Sep 2024
				Brief Overview and Scrutiny members, Audit Committee members and Cabinet members to provide oversight and challenge of Improvement and Recovery Plan activity and delivery	Apr 2024	Jun 2024
				Development of proposed new development offer for members, and for officers who support members (including approach to individual member development plans)	Apr 2024	Sep 2024
		Director of Strategy, Equality and Partnerships	Deputy Leader of the Council	**Partnership & Stakeholder Engagement**		
				Finalise and roll-out Succeeding in Partnerships (to be followed by ongoing work corporately and within Directorates to embed the principles of good partnership working)	Nov 2023	Sep 2024
				Trial and roll-out of the stakeholder sentiment tracker as BAU	Feb 2024	May 2024
				Refresh the City Partnership Board (Vision, Mission, Purpose)	May 2024	Sep 2024
				Initiate and deliver Shaping Birmingham's Future Together Commission with public and partner engagement	Apr 2024	Oct 2024

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Aim 2: A Well-run Council

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Corporate Landlord	This programme will create a central and professionalised property function to strategically manage all of the Council's operational and community facing property assets, reducing duplication of property management activity, delivering a safer (fully compliant) and higher quality estate, and enabling the delivery of operational efficiencies through the adoption of a more sustainable and heavily reduced asset profile. This programme will facilitate ongoing strategic asset management planning and support the Corporate Landlord's ability to work across the Council to identify opportunities for service co-location, relocation and to target assets for programmed rationalisation, divestment and disposal. The programme will also consider the tenure by which property assets are held, both freehold and leasehold. The Corporate Landlord approach will form a key part of the Council's approach to organisational redesign, supporting a leaner and more efficient organisation with a fit for purpose and sustainable operational estate profile.	Strategic Director of Place, Prosperity and Sustainability	Leader of the Council	**Workstream 1: CAB Estate Rationalisation**		
				Vacation of Woodcock Street and associated decant and decommissioning activity	Feb 2024	May 2024
				Vacation of New Aston House and Sutton New Road and associated decant and decommissioning activity	Apr 2024	Sep 2024
				Other CAB Estate related rationalisation and delivery of an asset strategy in respect of the retained estate profile	Mar 2025	Apr 2026
				Workstream 2: Wider Operational Estate Rationalisation		
				Deliver optimum asset profile for new Council size and shape, requiring a refreshed asset strategy for operational property.	Apr 2024	Apr 2026
				Create a single operational asset portfolio with centralised budgets, a supporting Corporate Landlord structure and a singular commissioning model for all property related spend	Apr 2024	Apr 2026
				Identify and deliver works to enhance assets identified for retention and use optimisation, to ensure synergy with evolving service demands and achieve VfM for premises related costs	Apr 2024	Apr 2026
				Workstream 3: Full Implementation of the Corporate Landlord Model		
				Restructuring of Corporate Landlord staffing (phase 1) reviewing and enhancing the current resource in PPS to deliver WS 1 & 2	Jan 2024	Jun 2024
				Delivery of procurement/commissioning function for Corporate Landlord e.g. a professionalised intelligent client function for property related expenditure	Jan 2024	Apr 2025
				Restructuring of Corporate Landlord staffing (phase 2a) - centralisation of all property related activity (and the corresponding teams/staff)	Jun 2024	Apr 2025
				Restructuring of Corporate Landlord staffing (phase 2b) - further restructuring to produce more streamlined Corporate Landlord to reflect all operational building divestment and associated reduction in property management and FM activity over 25/26	Apr 2025	Apr 2026
				Deliver optimum asset profile for new Council size and shape with centralised budgets, a supporting Corp Landlord structure and singular commissioning model for property related spend	Jun 2025	Apr 2026

Aim 3: Delivering Good Services

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Improving Services for Children & Families	Activity centres on the delivery of short and medium-term assessed priorities to systematically improve service provision and outcomes for children across the City. Priorities are set out in the refreshed Improving Services for Children and Families Plan which aligns with corporate and wider children and families associated ambitions and workstreams. The Plan is the overarching document which brings together all City Council continuous improvement activity that impacts on children, young people, and their families. Crucial to the success of this plan are three critical priorities that are the foundations of the journey: • Future Children's Services: developing and implementing a model of services for the future with clear portfolios of work • Workforce sufficiency and stability: building a stable, sufficient, and permanent workforce that is supported, able to grow and develop and encouraging experienced professionals to come and work in Birmingham • IT, Data, and Digital: ensuring that services have the right tools to deliver their work efficiently and effectively and the access, provision, evaluation and triangulation of robust evidence, insight and performance information.	Strategic Director of Children and Families	Cabinet Member for Children, Young People and Families	**Note**: An updated SEND and Alternative Provision Improvement Plan is under development to be agreed by April 2024. Subsequent detail on key activities will be published in due course.		
				Review and refresh of the Improving Services for Children and Families Plan to respond to changing need and resources to ensure continued conditions for success	Feb 2024	Apr 2024
				Transfer of identified existing improvement activity into business-as-usual arrangements, ensuring appropriate support processes are in place	TBC	TBC
				Delivery of priority improvement projects (to be defined)	TBC	TBC
				Monitoring of progress via Improving Services for Children and Families Board	Every 6 weeks	
				SEND Improvement		
				Develop SEND Improvement Plan and AP Improvement Plan (to include the Accelerated Progress Plan actions and priorities from both the SEND and Inclusion strategies) and sign off at SEND Improvement Board (SIB)	Feb 2024	Mar 2024
				Implement SEND improvement priorities as agreed in the SEND and AP Improvement Plan	Apr 2024	Ongoing
				Monitoring of progress via SEND Improvement Board (SIB)	Every 6 weeks	
				DfE / NHSE stock take of Accelerated Progress Plan for SEND	Jun 2024	Jun 2024
				Develop and publish SEND Commissioner Report	TBC	TBC

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Aim 3: Delivering Good Services

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Street Scene Transformation – including Waste	This programme will address both immediate short-term issues to stabilise Street Scene services as well as delivering longer term transformation to drive improved and consistent service performance and outcomes for citizens. The programme will determine the most appropriate future long-term solutions for how the Street Scene service will operate, in line with steps the Council is taking to secure its broader financial sustainability. Street Scene Transformation will cover the below 5 workstreams, which will each have their own transformation plan. Waste has been identified as a specific area of concern and there is a detailed workstream of change and improvement for the waste service identified as part of this programme. Workstreams are: • Waste • Street Management • Fleet • Parks & Green Spaces • Management Controls	Strategic Director of City Operations	Cabinet Member for Environment	**Note:** Although some activities have already commenced, this programme is still under development, informed by commissioners. The final programme plan is anticipated to be agreed by March 2024 and subsequent detail on key activities will be published following this.		
				Agree Street Scene Transformation Plan with Commissioners and outline programme of activities	Feb 2024	Mar 2024

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Aim 3: Delivering Good Services

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Housing Improvement	To drive improvement across key areas of the City Housing Portfolio delivering better outcomes and benefits for residents. There are 3 areas of immediate focus for the Improvement & Recovery Plan: 1. Increase the supply of affordable housing, both through direct delivery and third-party providers 2. Improving the overall quality of Council housing and ensuring the Council achieves compliance against the Consumer Standards 3. Ensuring homelessness is prevented wherever possible, and where it does occur, it is rare, brief and non-recurring This doesn't capture all improvement activity within the Directorate, but the Commissioner-led Housing Sub-board will have oversight of a range of other projects which will provide assurance to Commissioners and the Cabinet Member that the Directorate are delivering on agreed service improvements.	Strategic Director of City Housing	Cabinet Member for Housing and Homelessness	**Affordable Housing**		
				Report on affordable supply achieved for 2023/24 and what can be understood from this	Apr 2024	Apr 2024
				Complete review of direct delivery model and consider recommendations from this as detailed in the Building Birmingham Cabinet paper	Feb 2024	Apr 2024
				Complete options appraisals for Council owned properties already identified for affordable housing and bring forward to Cabinet Committee property	Feb 2024	May 2024
				Exchange contracts first 8 sites for disposal to registered providers	Jun 2024	Jun 2024
				Report bi-annually against workstreams identified in the affordable housing PID- governance/process, direct delivery and partnerships	Every 6 months	
				Report on supply achieved for 2024/5 and what can be understood from this	Apr 2025	Apr 2025
				Regulatory Compliance		
				Phase 1: Address immediate issues arising from breach and agree Voluntary Undertakings with the Regulator	May 2023	Apr 2024
				Phase 1: Complete external reviews against areas of landlord health and safety compliance – Fire, Gas, Elec, Water, Asbestos, Lifts, Carbon Monoxide, Smoke Detection	Jul 2023	Apr 2024
				Phase 2: Ensure all landlord health and safety compliance areas are within operational tolerance	May 2023	Jun 2024
				Phase 2: Ensure complaints backlog and SLA performance are within operational tolerance	May 2023	Jun 2024
				Phase 3: Actions from external audits and remedials completed	Jul 2023	Sep 2024
				(continued on next page)		

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RESET RESHAPE RESTART

Aim 3: Delivering Good Services

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Housing Improvement cont.	To drive improvement across key areas of the City Housing Portfolio delivering better outcomes and benefits for residents. There are 3 areas of immediate focus for the Improvement & Recovery Plan: 1. Increase the supply of affordable housing, both through direct delivery and third-party providers 2. Improving the overall quality of Council housing and ensuring the Council achieves compliance against the Consumer Standards 3. Ensuring homelessness is prevented wherever possible, and where it does occur, it is rare, brief and non-recurring This doesn't capture all improvement activity within the Directorate, but the Commissioner-led Housing Sub-board will have oversight of a range of other projects which will provide assurance to Commissioners and the Cabinet Member that the Directorate are delivering on agreed service improvements.	Strategic Director of City Housing	Cabinet Member for Housing and Homelessness	**Regulatory Compliance (cont.)**		
				Phase 4: 100% compliance across all standards - except Decent Homes Standards	May 2023	Dec 2024
				Phase 4: Deliver on the recommendations of the Nov 2023 self-assessment, to ensure the Directorate are prepared for the implementation of the new Consumer Standards	Nov 2023	Dec 2024
				Phase 5: 100% Council homes meet decent homes standard	Jan 2024	Dec 2032
				Homelessness Prevention		
				Develop and launch the Homeless Prevention Strategy and subsequent Action Plan	Oct 2023	May 2024
				Consult and appraise options to ensure compliance in assessment of applications to the Housing Register, secure approvals accordingly and mobilise (agreed plan)	Dec 2023	Mar 2024
				Review and re-forecast B&B reduction plan in consultation with DLUHC to agree performance targets for 2024-25; update B&B reduction plan accordingly	Feb 2024	Mar 2024
				Review Temporary Accommodation Strategy (June 2023) in light of resource reductions, amend and refresh objectives and timescales, deliver actions accordingly	Feb 2024	Apr 2024
				Develop options appraisal for alternate forms of Temporary Accommodation and Housing Supply to address the loss of supply relating to resource reductions and the Temporary Accommodation Strategy	Mar 2024	Jun 2024
				Consult and develop delivery plan for Rough Sleepers Initiative (RSI) and Homelessness Prevention Grant (HPG) commissioning, delivery and outcomes in light of likely resource reductions and pressures.	Mar 2024	Jun 2024

RESET   RESHAPE   RESTART

Birmingham City Council

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Aim 3: Delivering Good Services

Programme	Purpose	SAO	Lead Member	Key Activities	Start	End
Improve Key Citizen Services & Customer Standards	This workstream will build on the foundations built by the 'Review Key Corporate Services' programme, to define a standardised approach to review and embed good practice characteristics and principles for how citizen focused services are led, managed, and delivered by the Council. The development of an agreed framework, informed by best value themes, will help to ensure services are delivered well to consistent standards, and there is a focus on service delivery being evidence-led, efficient, and continuous improvement using performance information. The approach will consider the most appropriate delivery models for services, including the potential for greater localisation. There will be specific focus and consideration on how these services provide greater value for money. There will be a specific focus on continuing activities to put the customer at the heart of everything we do. Embedding the customer services strategy, principles, and standards, and creating a more customer focussed organisation with an improved end-to-end customer experience for citizens. During year 1, the project will develop the framework of principles and characteristics, and associated tools and approach that services can use to self-assess and identify improvements. The project will consider whether these can be used for delivery of a rolling programme of reviews that support the wider outcomes and aims of the IRP, including the development of a cohort of officers who can provide peer review, challenge, and advice to support improvement and culture change across the organisation.	Strategic Director of Children and Families	Deputy Leader of the Council	Establish a steering group of ADs and Heads of Service to provide leadership, challenge and input to the programme activity	Apr 2024	May 2024
				Develop and agree the framework, principles and approach to service reviews including delivery standards, self-assessment tools and initial training materials, in collaboration with key stakeholders across BCC. This will include how we embed the customer services strategy, principles, and standards into the approach.	Jun 2024	Oct 2024
				Identification and development of capacity (both internal and external where applicable) to support and ensure rigour in the process of self-assessment, reviews and improvement planning	Nov 2024	Dec 2024
				Agree criteria for identification of priority services for review and decide on first tranche of reviews, including the identification of pilot area(s). This is likely to include key customer metrics such as low satisfaction and complaints.	Jan 2025	Jan 2025
				Deliver wider engagement (including focused workshops), training and preparatory work to launch the pilot review(s). Setting the conditions and expectations of the reviews	Feb 2025	Feb 2025
				Pilot service review(s) to be conducted and process tested	Mar 2025	Mar 2025
				Review learning from pilot and use this to refine the framework and approach ahead of rollout in year 2 and beyond	Apr 2025	May 2025
				Carry out a rolling programme of prioritised service reviews, with the objective of ensuring delivery of good, value for money, and customer focussed services	Year 2 & 3	Year 2 & 3
				Monitoring activity agreed and undertaken through life of improvement and delivery plans	Year 2 & 3	Year 2 & 3

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Deliver Savings & Balance the Budget

- Monitoring of 2024/25 savings delivery and development of 25/26 savings plans (Feb 24 – Mar 25)
- Reduce spend on Highways maintenance (Mar 24 – May 24)
- Children's Travel Transport Contracts Re-procurement (Mar 24 – Sep 24)
- Reduction of contract sum for Birmingham Children's Trust (Mar 24 – Apr 24)
- Commissioning of Early Help Contracts for Children, Young People and Families (Mar 24 – Sep 24)
- Review of non-statutory transport packages (Post 16) (Mar 24 – Sep 24)
- Headcount reductions in Children and Families (Mar 24 – Apr 24)
- Review Care Packages to reflect a strength-based approach (Mar 24 – Mar 25)
- Review of third sector inflationary uplifts (Mar 24 – Apr 24)
- Grant Maximisation - Adult Social Care (Mar 24 – Apr 24)
- Digital and Technology Services Redesign (Mar 24 – Arp 24)
- Service re-design and restructure (Mar 24 – Jun 24)
- Increased tax collection – additional debt recovery teams (Mar 24 – Mar 25)

Job Evaluation Programme

- Commence 8-week trial of JDQ process (Jan 24)
- Begin formal evaluator training (Feb 24)
- Evaluate 200 Benchmark roles (Mar 24 – May 24)
- Evaluate all non-benchmark roles (May 24 – Aug 24)
- Complete directorate moderation (Sep 24)
- Complete cross directorate moderation (Sep 24)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Job Evaluation Programme cont.
- Complete pay modelling (Mar 24 – Oct 24)
- Complete Employee and Union Consultation / Negotiation (Oct 24 – Jan 25)
- Complete change processing and implementation (Feb 25 – Mar 25)
- Full implementation of new pay and grading structure completed (Mar 25 – Apr 25)

Asset Sales Programme
- Review assets list and agree disposal methodology (Economy and Skills O&S Committee) (Jan 24)
- Undertake first tranche of public auctions (Feb 24)
- Generation of £15m capital receipts (cumulative) from asset sales (Feb 24 – Mar 24)
- Generation of £45m capital receipts (cumulative) from asset sales (Apr 24 – Jun 24)
- Generation of £185m capital receipts (cumulative) from asset sales (Jul 24 – Sep 24)
- Generation of £500m capital receipts (cumulative) from asset sales (Oct 24 – Dec 24)
- Generation of a further £250m capital receipts from asset sales (Jan 25 – Dec 25)

Review of Companies & Traded Services

Review of Companies
- Agree action plan to drive rolling programme of deep dives into Council-controlled companies (Feb 24 – Mar 24)
- Deliver rolling programme of deep dives into all Council-controlled companies (Apr 24 – Dec 24)
- Programme of improving Governance and officer for all companies where BCC have a controlling share (>20%) (Apr 24 – Sep 24)
- Complete implementation of company portfolio reduction (Apr 24 – Dec 24)
- Monitor review progress through Cabinet Committee Group Company Governance (monthly)

Review of Traded Services
- Review material traded areas for new opportunities (Apr 2024 – Jul 2024)
- Review other smaller traded services for new opportunities and risk management (May 2024 – Jul 2024)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Organisational Design & Culture Change

Culture Change
- Developing the Cultural Blueprint, identifying the target culture (Feb 24 – May 24)
- Development support for leaders and managers in living culture (Mar 24 – Jun 24)
- Design and delivery of mechanisms to support embedding culture for all to include policies, procedures, communications and training (Jun 24 – Dec 24)
- Staff Engagement during programme, design, pilot and continuing (Oct 24 – Jun 25)

Organisational Design
- Leadership Future Organisational Shape designed and delivered (Mar 24 – May 24)
- Existing Organisational Structure analysis and report produced (May 24 – Sep 24)
- Creation of Organisational Design Principles and Design Authority (May 24 – Jul 24)
- Future Organisational Shape design and delivery (Aug 24 – Dec 24)
- Staff Engagement during programme, design and delivery (May 24 – Jan 25)

Oracle Reimplementation & Business Process Change
- Phase 1 Essential Fixes and Changes Complete (Mar 23 – Apr 24)
- Submission of options and approach (Mar 24 – Apr 24)
- Oracle Re-Implementation Go-Live (Apr 24 – Sep 26)
- Income Management Solution Go-Live (Feb 24 – Mar 25)
- Phase 2 Essential Fixes and Changes Complete (Apr 24 – Apr 25)

Note: Re-implementation Milestone approvals and assurance gates to be confirmed.

Review Key Corporate Services Finance
- Complete reviews of all corporate services (Feb 24 – Sep 24)
- Define Target Operating Model for corporate services (May 24 – Oct 24)

Finance
- Address external auditor recommendations including those on broader financial management and decision making across the Council (Oct 24 – ongoing)
- Deliver range of diagnostics to inform Finance improvement (this could include reviews of business partnering, transactional services, etc.) (May 24 – Oct 24)

Internal Audit & Risk
- Review structure of Internal Audit team through engagement and consultation with Officers to develop a future team structure (Jan 24 – Sep 24)
- Review the sourcing options for specific expertise, such as external expertise for technical audit work (Jan 24 – Sep 24)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Review Key Corporate Services cont.

People Services
Implementation of People Services improvement plan and new functional structure (Jan 24 – Jan 25)

Corporate Portfolio Management Office (CPMO)
Implement new CPMO model, infrastructure and reporting approach (Apr 24 – Sep 24)
Map source and deploy corporate enabled resources to deliver savings, transformation and improvement across the Council (Feb 24 – Jun 24)

Legal & Governance
Consult on new structure for Legal Services to modernise the practice, including change of job titles and roles (Jan 24 – Jun 24)
Create a business/strategy plan to support growth and improvement and assist with implementation of the other transformation activity (Jan 24 – Jun 24)

Procurement
Reviewing and refocusing of target operating model (Jan 24 – Dec 24)

Digital Services
Re-baseline digital delivery plan to support priority business objectives and key results (Apr 24 – May 24)
Assessment (VFM, Maturity, Fit of Purpose) of Digital and Technology service operating model (Apr 24 – Jun 24)
Alignment with emerging org design and implementation of enhanced FOM (Jun 24 –Mar 25)

Consolidation Programme & Digital Efficiencies

Consolidation
Baseline as-is data and position (Jan 24 – Feb 24)
Go / No-go decision on Priority 1 plans and proposals (Apr 24)
Implementation of agreed Priority 1 plans and proposals to bring services and budgets together (May 24 – Mar 25)
Validate data and define opportunities (Feb 24)
Develop to-be plans and proposals (Feb 24 – Mar 24)

Note: Plans for the Consolidation Programme are in development. Future Discovery and Implementation phases for Priority 2 plans and proposals will be agreed in due course as Priority 1 plans develop.

Digital Efficiencies
Development of business case to draw down further funding (Jun 24)
Onboarding, opportunity gathering, supplier engagement (Feb 24 – Mar 24)
Establishment of governance and communication channels (Feb 24 – Apr 24)
Delivery of Q1 efficiency products (Apr 24 – Jun 24)

Foundry governance boards (monthly)

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IRP Programme	2024												2025					
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Employee Relations & People Management

Trade Union Relations

Create Employee Relations Strategy and tactical plan 2024-25 (Apr 24 – Jun 24)

Resource and upskill Employee Relations Team (Jul 24 – Dec 24)

Note: Relations with Trade Unions will initially continue to be improved through collaborative working to deliver major Council activities.

Industrial Relations

Review and propose any changes to the Trade Union consultation framework across BCC (Jun 24 –Dec 24)

Clarify escalation processes/avoidance of disputes procedure, focusing on informal resolution (Jun 24 – Oct 24)

Plan and introduce Informal Sharing meetings with all Regional Officers, and CTU/DTU (50) reps hosted by senior management (Sep 24 – 6 monthly)

Review meeting structure, Terms of Reference and programme of meetings (Jun 24 – Dec 24)

Deliver Industrial Relations Training and Development Programme (Leadership, Line Managers, Members). 70% of Line Managers are trained by end date (Sep 24 – Dec 25)

Review Facilities & Time Off Agreement (Apr 24 – Mar 25)

HR Policy

Facilitate consultation on changes to key HR policies (simplify) in consultation with SME's and key stakeholders, incl Policy Working Group (Jun 24 – Dec 25)

People Management (Advisory Team)

Review of team structure, governance, ways of working, reporting, case management, employment tribunals (Apr 24 – Oct 24)

Employee Relations (Case Management) Training and Development Programme (Leadership, Line Managers, Members) (Apr 24 – Mar 25)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Employee Relations & People Management

Internal Communications & Employee Engagement

- Internal Communications & Colleague Engagement Strategy 2024-2026 (Mar 24 – Jun 24)
- Communications & Engagement Tactical Plan 2024-2026 (Mar 24 – Jun 24)
- Resourcing Engagement & Internal Communications Teams (People Services & Corporate Communications) (Feb 24 – May 24)
- Develop Measurement & Evaluation Framework (Apr 24 – Sep 24)
- Colleague Engagement Survey, Focus Groups, & Interviews (Baseline) (Apr 24 – Dec 24)
- Internal Communications Channel & Engagement Activities Review & Change Implementation (Online & Offline) (Apr 24 – Dec 24)
- Continuous Colleague Engagement Initiatives & Tools (May 24 – Nov 25)
- Colleague Experience Lifecycle Review & Change Implementation (Sep 24 – Dec 25)
- Communications & Engagement Training & Development Programme (Leadership, Line Managers, Members) (Jan 25 – Sep 25)
- Colleague Recognition Events (Jan 25 – Dec 25)

Talent Development

- Initial scoping of training requirements across the business. Training Budgets defined and approval from S151 (May 24 – Sep 24)
- Early Careers Scoping & Team Establishment (Jun 24 – Sep 24)
- Development of Early Careers Programme and support tools CLT commitment to embedding early entry routes (Sep 24 – Dec 24)
- First Early Careers Intake (Sep 25)
- Scope & Develop Leadership Development Programme (Senior, mid Manager and Team Leader) (Sep 24 – Dec 24)
- Scope & Develop Future Leadership Programme (Mar 25 – Jun 25)
- Development of Performance Management (Sep 24 – Mar 25)
- Establish workforce planning identifying skill needs and aligning succession planning (Nov 24 – Mar 25)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Programme Management

Work with Finance colleagues to develop and implement a robust process to track savings delivery (Dec 23 – Apr 24)

Develop and implement tracking tool that provides coherent programme information and allows identification of interactions, dependencies and cross-cutting issues between programmes, and collate key programme information into this 'grid view' (Feb 24 – Sep 24)

Performance Management

Refresh of performance information and products to focus on the things that matter most and can inform decision making (leads on from CFGS stabilisation plan) (Feb 24 – Jun 24)

Develop a corporate KPI set to better focus on ensuring the delivery of value for money, safe, compliant basic services (Feb 24 – Jun 24)

Develop training on the components of the performance framework and the roles and responsibilities within this for members and officers (Apr 24 – Sep 24)

Commence reporting against refreshed KPIs, including relevant benchmarking data where available (Jun 24 – Jul 24)

Launch of phase 2 of the performance knowledge hub to support the training (Sep 24)

Launch training (Dec 24)

Review impact of new arrangements and refine for new reporting year (25/26) (Feb 25 – Mar 25)

Risk Management

Refresh of the Council's Strategic Risks, with enhanced articulation and effective assessment and evaluation criteria (Feb 24 – Jun 24)

Following on from the Stabilisation Plan deliverables, scope and agree the longer-term Risk Platform requirements to deliver improved visibility of the Council's risk exposure (Jul 24 – Dec 24)

Refresh and relaunch of the Council's documented Risk Management Framework (Apr 24 – Jul 24)

Deliver five-day governance and assurance training to officers and members which includes Risk Management module (Apr 24 – Mar 25)

Development of Key Risk/Control Indicators as low/high tolerance triggers within the Council's existing KPI suite and further KRI/KCIs as necessary (Oct 24 – Dec 24)

Programme Management, Performance & Risk

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IRP Programme

2024												2025					
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Governance & Relationships

Constitution Review
- Establish a cross party working group and an officer group (Jan 24)
- Develop new Terms of Reference for the Audit Committee, informed by CIPFA best practice standards, and use these to drive new ways of working. The Constitution will also be updated to reflect the new Cabinet Committee Property (Jan 24)
- Undertake a legal compliance check to identify priority constitution review areas (Jan 24 – May 24)
- Undertake a comprehensive review to make the Council's Constitution fit for purpose and ensure a development programme for Members and Officers to understand and comply with its provision (May 24 – May 26)

Member / Officer Development
- Re-establish and mobilise the Member Development Group to review the member / officer protocol, and advise on improved support and development for members (Feb 24 – Sep 24)
- Scope bullying, intimidation and harassment support action plan (Feb 24 – Apr 24)
- Design, deliver and analyse a member survey to baseline perceptions and inform support and development needs (Feb 24 – May 24)
- Begin work with the Local Government Association (and other partners as needed) to scope and develop a development offer for members, and for officers who support members (Apr 24 – Sep 24)
- Brief Overview and Scrutiny members, Audit Committee members and Cabinet members and Cabinet members to provide oversight and challenge of Improvement and Recovery Plan activity and delivery (Apr 24 – Jun 24)
- Development of proposed new development offer for members, and for officers who support members (Apr 24 - Sep 24)

Partnership & Stakeholder Engagement
- Trial and roll-out of the stakeholder sentiment tracker as BAU (Feb 24 – May 24)
- Finalise and roll-out the Succeeding in Partnerships (to be followed by ongoing work corporately and within Directorates to embed the principles of good partnership working) (Nov 23 – Sep 24)
- Refresh the City Partnership Board (Vision, Mission, Purpose) (May 24 – Sep 24)
- Initiate and deliver Shaping Birmingham's Future Together Commission with public and partner engagement (Apr 24 – Oct 24)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Corporate Landlord Programme

Workstream 1: CAB Estate Rationalisation

Vacation of Woodcock Street and associated decant and decommissioning activity (Feb 24 – May 24)

Vacation of New Aston House and Sutton New Road and associated decant and decommissioning activity (Apr 24 – Sep 24)

Other CAB Estate related rationalisation and delivery of an asset strategy in respect of the retained estate profile (Mar 25 – Apr 26)

Workstream 2: Wider Operational Estate Rationalisation

Deliver optimum asset profile for new Council size and shape, requiring a refreshed asset strategy for operational property (Apr 24 – Apr 26)

Create a single operational asset portfolio with centralised budgets, a supporting Corporate Landlord structure and a singular commissioning model for all property related spend (Apr 24 – Apr 26)

Identify and deliver works to enhance assets identified for retention and use optimisation, to ensure synergy with evolving service demands and achieve VfM for premises related costs (Apr 24 – Apr 26)

Workstream 3: Full Implementation of the Corporate Landlord Model

Restructuring of Corporate Landlord staffing (phase 1) reviewing and enhancing the current resource in PPS to deliver WS 1 & 2 (Jan 24 – Jun 24)

Delivery of procurement/commissioning function for Corporate Landlord e.g. a professionalised intelligent client function for property related expenditure (Jan 24 – Apr 25)

Restructuring of Corporate Landlord staffing (phase 2a) - centralisation of all property related activity (and the corresponding teams/staff) (Jun 24 – Apr 25)

Restructuring of Corporate Landlord staffing (phase 2b) - further restructuring to produce more streamlined Corporate Landlord to reflect all operational building divestment and associated reduction in property management and FM activity over 25/26 (Apr 25 – Apr 26)

Deliver optimum asset profile for new Council size and shape with centralised budgets, a supporting Corp Landlord structure and singular commissioning model for property related spend (Jun 25 – Apr 26)

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IRP Programme

	2024												**2025**					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Improving Services for Children & Families

Review and refresh of the Improving Services for Children and Families Plan to respond to changing need and resources to ensure continued conditions for success (Feb 24 – Apr 24)

Transfer of identified existing improvement activity into business-as-usual arrangements, ensuring appropriate support processes are in place (TBC)

Delivery of priority improvement projects (to be defined) (TBC)

Monitoring of progress via Improving Services for Children and Families Board (every six weeks)

Note: An updated SEND and Alternative Provision Improvement Plan is under development to be agreed by April 2024. Subsequent detail on key activities will be published in due course.

SEND Improvement

Develop SEND Improvement Plan and AP Improvement Plan (to include the Accelerated Progress Plan actions and priorities from both the SEND and Inclusion strategies) and sign off at SEND Improvement Board (SIB) (Feb 24 – Mar 24)

Implement SEND improvement priorities as agreed in the SEND and AP Improvement Plan (Apr 24 – ongoing)

Monitoring of progress via SEND Improvement Board (SIB) (every six weeks)

DfE / NHSE stock take of Accelerated Progress Plan for SEND (Jun 24)

Develop and publish SEND Commissioner Report (TBC)

Street Scene Transformation – including Waste

Agree Street Scene Transformation Plan with Commissioners and outline programme of activities (Feb 24 – Mar 24)

Note: Although some activities have already commenced, this programme is still under development, informed by commissioners. The final programme plan is anticipated to be agreed by March 2024 and subsequent detail on key activities will be published following this.

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Housing Improvement

Affordable Housing

Report on affordable supply achieved for 2023/24 and what can be understood from this (Apr 24)

Report on supply achieved for 2024/5 and what can be understood from this (Apr 25)

Complete review of direct delivery model and consider recommendations from this as detailed in the Building Birmingham Cabinet paper (Feb 24 – Apr 24)

Complete options appraisals for Council owned properties already identified for affordable housing and bring forward to Cabinet Committee property (Feb 24 – May 24)

Exchange contracts first 8 sites for disposal to registered provider (Jun 24)

Report bi-annually against workstreams identified in the affordable housing PID- governance/process, direct delivery and partnerships (every 6 months)

Regulatory Compliance

Phase 1: Address immediate issues arising from breach and agree Voluntary Undertakings with the Regulator (May 23 – Apr 24)

Phase 1: Complete external reviews against areas of landlord health and safety compliance – Fire, Gas, Elec, Water, Asbestos, Lifts, Carbon Monoxide, Smoke Detection (Jul 23 – Apr 24)

Phase 2: Ensure all landlord health and safety compliance areas are within operational tolerance (May 23 – Jun 24)

Phase 2: Ensure complaints backlog and SLA performance are within operational tolerance (May 23 – Jun 24)

Phase 3: Actions from external audits and remedials completed (Jul 23 – Sep 24)

Phase 4: 100% compliance across all standards - except Decent Homes Standards (May 23 – Dec 24)

Phase 4: Deliver on the recommendations of the Nov 2023 self-assessment, to ensure the Directorate are prepared for implementation of new Consumer Standards (Nov 23 – Dec 24)

Phase 5: 100% Council homes meet decent homes standard (Jan 24 – Dec 32)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Housing Improvement cont.

Homelessness Prevention

Develop and launch the Homeless Prevention Strategy and subsequent Action Plan (Oct 23 – May 24)

Consult and appraise options to ensure compliance in assessment of applications to the Housing Register, secure approvals accordingly and mobilise (agreed plan) (Dec 23 – Mar 24)

Review and re-forecast B&B reduction plan in consultation with DLUHC to agree performance targets for 2024-25; update B&B reduction plan accordingly (Feb 24 – Mar 24)

Review Temporary Accommodation Strategy (June 2023) in light of resource reductions, amend and refresh objectives and timescales, deliver actions accordingly (Feb 24 – Apr 24)

Develop options appraisal for alternate forms of Temporary Accommodation and Housing Supply to address the loss of supply relating to resource reductions and the Temporary Accommodation Strategy (Mar 24 – Jun 24)

Consult and develop delivery plan for Rough Sleepers Initiative (RSI) and Homelessness Prevention Grant (HPG) commissioning, delivery and outcomes in light of likely resource reductions and pressures (Mar 24 – Jun 24)

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IRP Programme	2024												2025					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Improve Key Citizen Services & Customer Standards

Establish a steering group of ADs and Heads of Service to provide leadership, challenge and input to the programme activity (Apr 24 – May 24)

Develop and agree the framework, principles and approach to service reviews including delivery standards, self-assessment tools and initial training materials, in collaboration with key stakeholders across BCC. This will include how we embed the customer services strategy, principles, and standards into the approach. (Jun 24 – Oct 24)

Identification and development of capacity (both internal and external where applicable) to support and ensure rigour in the process of self-assessment, reviews and improvement planning (Nov 24 – Dec 24)

Agree criteria for identification of priority services for review and decide on first tranche of reviews, including the identification of pilot area(s). This is likely to include key customer metrics such as low satisfaction and complaints. (Jan 25)

Deliver wider engagement (including focused workshops), training and preparatory work to launch the pilot review(s). Setting the conditions and expectations of the reviews (Feb 25)

Pilot service review(s) to be conducted and process tested (Mar 25)

Review learning from pilot and use this to refine the framework and approach ahead of rollout in year 2 and beyond (Apr 25 – May 25)

Carry out a rolling programme of prioritised service reviews, with the objective of ensuring delivery of good, value for money, and customer focussed services (Year 2 & 3)

Monitoring activity agreed and undertaken through life of improvement and delivery plans (Year 2 & 3)

Appendix 3
Performance Indicators

Aims

What we want to be

A Financially Sustainable Council

A Well-run Council

A Council Delivering Good Services

Outcomes

The things that tell us we have achieved our Aims

Indicators

Key Performance Indicators (KPIs) and measures that demonstrate progress towards the outcomes

RESET   RESHAPE   RESTART

Proposed KPIs – Financially Sustainable Council

Aim	Outcome (tells us we have achieved our aim)	Measure (things that help us measure progress towards the aim)
A Financially Sustainable Council	**A balanced budget**	Budget on target (within agreed tolerances)
		Value of capital receipts generated (£) from asset sales against target
	A sustainable medium term financial plan	Non-ringfenced reserves as a % of net revenue expenditure
		Balanced budget over 3 years MTFP
	Delivery of agreed savings	Savings achieved £, on time, against target
	Improved efficiency and productivity	Proportion of interim staff as a % of overall staffing establishment
		Sickness absence rates
	Robust financial management - including compliance statutory rules and guidelines relating to the financial management of the authority	Council tax collection rate %
		Housing rents collection rate %
		Business rates collection rate %
		% supplier invoices paid on time (within payment terms)
		% of non-contracted (non-managed) spend
		% of budget delegation letters signed and returned confirming agreement and completion of mandatory budgetary training.
		% audit recommendations delivered on time

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Proposed KPIs – A Well-run Council

Aim	Outcome (tells us we have achieved our aim)	Measure (things that help us measure progress towards the aim)
A Well-run Council	A reset organisational culture, including values and expected behaviours, with leaders demonstrating the highest ethical standards	% citizens that trust the council (baselined via 2023 citizen survey) % responding positively to "when I have a concern about how something is being done (whether by another member or an officer) I have a safe way to voice / escalate my concerns to others" (member survey) Partners perceptions of (stakeholder sentiment survey): Good governance; Socially responsible Numbers of Standards Committee referrals
	A workforce that feels valued and listened to, and are supported and trusted to deliver their roles	% of staff receiving an appraisal / appraisal review in the last 6 months % of employees who are confident in their role and feel supported to do it effectively % staff who are proud to work for the council % staff who agree they have opportunities to develop themselves and their career at BCC % of staff who feel a sense of belonging at BCC % staff who have completed / commenced BCC training courses: a. completed mandatory training and b. commenced other training in the last 12 months % of staff turnover (as a result of internal moves and % of / number of resignations from BCC)
	Effective, efficient, corporate services that are set up to operate appropriately and demonstrate value for money	£ spend on corporate services per head of population (benchmarked) % Corporate Services KPIs showing improvement
	Clear member and officer roles and responsibilities, enabled by a modern constitution, with clear and transparent decision making	% of member respondents agreeing that "I work well with officers" % of member respondents agreeing that "Officers treat me with respect" % of staff responding positively to "I work well with members" % of staff confident or very confident in their ability to perform their duties in their role(s)
	Clear roles and responsibilities and effective working relationships with all our partners	Partners perceptions of: • Performance • Adaptive to change • Place leadership • Good governance
	Clear and consistent performance and risk frameworks, enabled by robust challenge and support, and with a culture of clear accountability	% of corporate KPIs on target / % of corporate KPIs showing improvement over 2+ report periods (this will be a composite of the current state of all of the refreshed corporate KPIs for the Council, which demonstrate the fullest possible range of performance of our services)

Proposed KPIs – A Council Delivering Good Services

Aim	Outcome (tells us we have achieved our aim)	Measure (things that help us measure progress towards the aim)
A Council Delivering Good Services	Efficient and effective citizen services which consistently provide safe, compliant, fair, and lawful services	% of service delivery corporate indicators (vital signs) showing improvement / meeting target. Within this basket, we propose to include key improvement priorities (housing, SEND, waste and street cleaning are included but this indicator will be a composite result to demonstrate the extent of improvement across a refreshed vital signs set): - Corporate Level % improved / % meeting target - Directorate level % improved / % meeting target (1 per directorate)
	Conforming with best value duty to deliver services in line with expected standards and statutory requirements	% of citizens that agree the Council provides value for money (citizen survey – not baselined in 2023) Expenditure per head / head of relevant population on key services (as available via LG Inform): • Childrens SC • Adult SC • Public health • Highways • Waste • Education
	Improved citizen experience with clear, consistent, and well-defined services	Citizen satisfaction with local area as a place to live. (baselined via 2023 citizen survey) % of citizens dissatisfied with the Council being unhelpful / unresponsive (baselined via 2023 citizen survey) Customer complaints % and response time within SLA Repeat contacts for the same issue as % of total contacts to the Council Complaints received per 1000 residents % of customer registering satisfaction with the council via the contact centre survey
	Improved external review and inspection outcomes	% of ombudsman complaints upheld (OFLOG and annual letter) % of ombudsman complaints as a proportion of the total BCC complaints % compliance with ombudsman recommendations (annual letter – target 100%, benchmark 99%) and the % outstanding or overdue (locally and more frequently) % ombudsman cases that were upheld which had satisfactory remedies in place before the complaint reached the ombudsman (annual letter)

Appendix 4
Response to External Auditor Statutory Recommendations

Response to External Auditor Statutory Recommendations

External Auditor Statutory Recommendation	Council Response
1 The commencement of the job evaluation process should not be further delayed (as this would further undermine the Council's financial sustainability). As the Addendum was not signed by 11 September 2023, the Council should apply the safeguard within the CBMC report and should determine the job evaluation option it intends to follow at the earliest opportunity	• Commencement of Job Evaluation • Safeguard Application: the Council will apply suitable safeguards within future CBMC reports to address any further delay. • Determination of Job Evaluation Option
2 It is important that the Council reviews its previous equal pay estimates and regularly updates its estimate of the potential future liability (at least on a quarterly basis). This updated position should be reported to members on a quarterly basis.	• Establish a quarterly review process • Reporting to Members giving regular updates on the updated potential equal pay liability estimates
3 The Council should separately report the financial impact of potentially enriched roles to members as a matter of urgency and should prioritise their assessment as part of the job evaluation process. This should include a consideration of the Council's Best Value duty. Similarly, officers should provide monthly updates to members on the Council's identification of roles where task and finish has been in operation and the financial impact of this practice and confirm at the earliest opportunity that these practices are no longer operated. The Council should undertake a review of all working practices within the Council and ensure that all employees comply with their terms and conditions, including working their full contractual hours	• Reporting Financial Impact • Job Evaluation Priority • Monthly Updates to key members on the identification of roles operating under 'task and finish,' including the financial impact • Review of Working Practices within the Council

External Auditor Statutory Recommendation	Council Response
4 The Council should commission an independent review of the process for receiving and considering legal advice, including consideration of whether the Monitoring Officer's advice was appropriately taken into account and followed, and whether access to legally privileged information was appropriately safeguarded. If the local inquiry outlined by the Secretary of State does proceed this should be part of the wider inquiry	• Commission Independent Review of the process for receiving and considering legal advice. • Assess whether Monitoring Officer's Advice was appropriately considered and followed. • Safeguarding Legal Privilege: ensure that access to legally privileged information was appropriately safeguarded
5 The Council should set a target date for the completion of the 'safe and compliant' phase. We consider that this should be completed by 30 November 2023	• Readiness review: undertake a review of the safe and compliant phase of Oracle recovery in partnership with the Commissioner and the External Auditor • Transition to optimisation phase: In this review of the scope of the 'safe and compliant' phase, the Council will aim to accelerate work on 'optimisation'.
6 The Council should report its outturn for 2022/23 and its current financial position by 30 November 2023. It should provide financial statements for 2022/23 for audit by 31 January 2024.	• Reporting Deadlines: The Council will report its 2022/23 outturn and current financial position by 30 November 2023. • Audit Financial Statements: Financial statements for 2022/23 will be prepared for audit by 31 January 2024.

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Response to External Auditor Statutory Recommendations

External Auditor Statutory Recommendation		Council Response
7	The Council should consider the capacity of its senior staff to deal with the Oracle 'safe and compliant' and 're-implementation' phases alongside the other competing pressures. Additional resources should be provided to ensure that this critical project is completed at the earliest opportunity. This may include additional internal or external IT capacity and capability. In the longer term, the Council will need to ensure that it rebuilds its own IT capacity and capability.	• Capacity Assessment: The Council will assess the capacity of its senior staff to manage the Oracle 'safe and compliant' and 're-implementation' phases. • Additional Resources: Additional internal or external IT capacity and capability will be provided to ensure the critical project's timely completion. • Long-Term IT Capacity: develop plans for rebuilding own IT capacity and capability in the long term.
8	The Council should provide an updated budget for 2023/24 that takes account of the 2022/23 outturn, its current financial position for 2023/24, its progress on delivering savings plans in 2023/24, and the other financial pressures impacting on the Council.	• Budget Revision: The Council will provide an updated budget for 2023/24 and the final 2022/23 outturn will be presented in November 2023
9	The Council must now, as a matter of urgency fully support the Section 151 Officer in effectively responding to the s114 report and, specifically: give full support to the development of the mandatory spending controls and savings and recovery plan; • identify and implement a suitable asset disposal plan; and • continue to work with the Department for Levelling Up, Housing and Communities over the extent and timing of support that will then be required to secure the ongoing financial viability of the Council	• Mandatory Spending Controls and Savings Plan. • Asset Disposal Plan will be identified and implemented. • Collaboration with the Department to secure ongoing financial viability.

External Auditor Statutory Recommendation		Council Response
10	Officers should put in place a formal and detailed cashflow model that focusses on when the payment of the Council's liabilities will fall due against the timing of its other cash outgoings and inflows (including the estimated funds produced from asset sales). This cashflow model should predict at what point, without Government support, the Council will exhaust its usable reserves and will no longer have sufficient finances to be able to continue to operate or would be unable to meet its financial obligations when they become due.	• Establish Cashflow Model based on legal advice on the timing of potential liabilities falling due. • This model will predict the point at which, without Government support, the Council will exhaust its usable reserves and be unable to meet its financial obligations.
11	Given the significant risks facing the Council it should ensure that it cooperates with external audit in a timely and appropriate manner, and in accordance with legal requirements	• Timely Cooperation: The Council will ensure timely and appropriate cooperation with external audit, in strict accordance with legal requirements
12	The EP liability model should be completed, and the 2020/21 and 2021/22 accounts should be closed by 30 November 2023.	• Completion of EP Liability Model • Accounts Closure: The accounts for 2020/21 and 2021/22 will be closed by 30 November 2023

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Appendix 5
Response to CfGS Governance Review: Stabilisation Plan

Response to CfGS Governance Review: Stabilisation Plan

	Recommendation	Council Response
1	Refocus corporate attention and priorities on ensuring safe, legally compliant, and fairly delivered services to local People	• Review of the Corporate Plan in context of the financial position and the IRP priorities. • Review/refresh key performance reporting • Practical steps taken to introduce the wider organisation (members and officers) to prioritisation and effective performance management. • Scoping further activity for the IRP
2	Begin work to reframe values and expected behaviours	• Give consideration to adapting the "best in class" framework so it forms the basis of a service reviews undertaken as part of the Improvement and Recovery Plan, ensuring a focus on culture and values and the essentials of good service delivery. • Include workstream on cultural change activity within the IRP to be informed by CfGS blueprint for change. • Align appraisal arrangements with the Council's corporate priorities and embed across the organisation. • Reframe values and behaviours framework.
3	Develop and publicise a set of baseline behavioural standards for members and officers	• Development of a new Member-Officer Protocol • Develop / define model behaviours to support the new Officer/ Member protocol • Standards Committee to consider a review of member attitudes • New guidance to members on the Code of Conduct • Ensure focused regular Group Leaders' meetings with the Chief Executive, Section 151 Officer and Monitoring Officer focus on Forward Plan matters, critical business issues and wider stabilisation and improvement matters. • Scope and develop a programme of action on member-officer relationships as part of the IRP.

	Recommendation	Council Response
4	Review the Constitution	• Undertake an immediate legal compliance check. • Include review of the constitution as a workstream of the IRP, focusing on member-officer relationships; role and functions of Council, Cabinet, scrutiny, and audit; conduct, values, and behaviours; and new financial governance arrangements • Develop new Terms of Reference for the Audit Committee and better alignment of the Audit Committee role to CIPFA best practice standards and consider alignment of standards/principles with other committees. • Establish a Corporate Governance (Officer) Group to support the Audit Committee and other governance related work. • Scoping further activity for the Improvement and Recovery Plan.
5	Reframe the scrutiny work programme to focus on the Council's improvement and recovery priorities.	• A focus on scrutiny in the 24/25 Budget development process. Established a Budget Scrutiny Task and Finish Group to support this. • Align the Overview & Scrutiny work programme to the IRP
6	Strengthen working relationships between the Chairs of Scrutiny Committees and the Chair of the Audit Committee to lead and direct the function	• Scrutiny Chairs should meet on a monthly basis and the Scrutiny Chairs and Audit Committee Chairs should meet on a quarterly basis.

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Response to CfGS Governance Review: Stabilisation Plan

Recommendation		Council Response
7	Put in place new arrangements for the support of the internal audit function, the audit committee, and the links between audit and scrutiny	• Audit Committee improvements should be informed by CIPFA best practice standards. • Use of new terms of reference to drive action on new ways of working for the Audit Committee. • Develop new and improved reporting arrangements to/from Audit Committee to other governance committees and groups. • Support to officers working within internal audit and wider assurance framework through the Professional Leadership Development Scheme. • Agreed further activity as part of the IRP.
8	Design, and begin to put in place, new risk & information management arrangements – with an initial focus on member	• Consider how the performance management framework can be strengthened to incorporate indicators of risk. • A new risk management framework to be developed • Undertake an exercise to baseline the understanding of risk in the authority • Enhance officers' capability on risk • Develop new Audit Committee Terms of Reference • Form a Corporate Governance (Officer) Group • Review and revise arrangements for member support and information sharing with Overview and Scrutiny and Audit. • Set substantive discussion of risk as a standing item on monthly Cabinet agendas. • Scope and develop further programme of action as part of the IRP.

Recommendation		Council Response
9	Put in place robust arrangements for members' oversight of the development of the 2024/25 budget and MTFS	• Early engagement by scrutiny members is being built into the budget development processes. A Budget Scrutiny Task and Finish Group has been established to address this. • Review/challenge budget from multi-dimension teams • New Terms of Reference for the Audit Committee
10	Integrate action on external auditors' recommendations into wider practice.	• To be addressed where required by the IRP • A new corporate timetable has been issued to develop a budget. This will result in a more sustainable financial plan.
11	Continue to rebuild relationships with external partners.	• Programme of work is being implemented to understand partner's needs, roles, capacity, and capability. • Partnership engagement infrastructure being developed • Start to think about how active partnerships can contribute to service redesign as part of the IRP • Approach to Member involvement needs to be developed for them to play a strong role in this work. • Agreed further activity as part of the IRP
12	Put in place proportionate arrangements to manage governance and decision-making in the context of the role of Commissioners	• Proportionate and directed oversight by Commissioners will be integrated into plans for the constitutional review, and other short-term changes to the governance framework. Activity is already underway.
13	Modernise systems and practices in Scrutiny and Committee Services	• The Statutory Scrutiny Officer will be empowered with scrutiny chairs and CLT, to take forward action to ensure that improvement work is taken forward. • Ongoing mentoring support to officers supporting the Audit Committee to be used as a model for wider mentoring and coaching for Scrutiny and Committee Services staff.

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Risk and Dependency Management

Overarching IRP Risks

Risk		Description	Mitigation
1	Size, Scale and Pace of Change	The size, scale and pace of change required at BCC is unlike anything the Council has undertaken before, and there is a particularly unique context for BCC as the organisation is so large. Trying to join up all the different elements of change into something cohesive is extremely difficult, and the risk of continuing to deliver in siloes means the Council may not reap the benefits of genuinely connected transformation.	There will be clear leadership with a vision and ambition which is understood and bought into by all. Governance needs to join up connect the elements of work being undertaken and ensure they are collectively delivering against the vision for BCC.
2	Organisational Delivery Capacity	There is a risk the Council will not have the capacity to effectively support and deliver the changes and improvements required in the timeframes set out (especially given the size, scale and pace of change required). This includes capacity in our corporate enabling services.	Our resourcing approach (Section 7) will ensure we have additional corporate capacity and resources to support the delivery of budget savings and improvement programmes.
3	Budget Saving Focus	There is a risk that change and improvement activity will be focused on budget savings and not fully utilise the chance to optimise improvement activity. For example, corporate service review/reductions may be driven by cost saving rather than informed by future organisational requirements.	There will be a clear approach that brings together the financial plan, corporate plan, and IRP as the strategic framework that drives the way the Council will operate in the future.
4	Delivery of Critical Programmes	Three critical programmes are required to be delivered effectively otherwise there is a risk that the Council will not be able to achieve financial sustainability and therefore deliver the wider and longer-term improvement required. These programmes are: Deliver Savings & Balance the Budget, Equal Pay Programme, and Asset Sales Programme.	IRP governance will monitor the delivery of all programmes; however, there will need to be a focus on the three programmes ensuring issues and barriers to delivering them are escalated and dealt with immediately.
5	Achieving and Measuring Success	Demonstrating success and positive change in the short-term may be challenging given the immense amount of improvement the Council is required to undertake and the longer-term nature of much of that activity.	There will be clear and realistic targets set for the first phase of the journey, which recognise the reality of progress which is possible to be made given the content of changes the Council is required to make.
6	Citizen and Partner Perceptions	There is a risk that citizen and partner perceptions in the short-term will see the Council's performance as getting worse rather than better, and not recognise the change journey the Council is going through, with the possibility that they lose trust in the Council's ability to improve.	There will be clear external communications and engagement which outlines the process the Council is going through and recognises that things may get worse in the short-term before they get better in the longer-term.
7	Transfer of Income to Capital Assets	In selling Council assets, we are fundamentally transforming an income asset (which is longer term, and more sustainable) into a capital asset (which has a much shorter duration of financial benefit). While contributing to balancing the budget short term, there is a risk this negatively impacts the Council's longer-term financial sustainability.	Through development of the Council's financial plan, we must balance the Council's short-term financial situation and urgent needs with consideration of its longer-term sustainability.

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Risk and Dependency Management

Overarching IRP Risks (cont.)

Risk		Description	Mitigation
8	Unintended Impacts	Transformation and improvement activity is broad and cuts across everything the Council does. There is a risk that there will be unintended impacts of changes, particularly those made at pace. has unintended consequences.	Every proposal for change will require an EIA to be completed which will identify individual impacts and risks and set out how they will be managed.

Overarching IRP Dependencies

Dependency		Description
1	Organisational Design and Culture Change	The programme of culture change will impact on the way we approach our day-to-day activities and delivery right across the Council. There will need to be direct connections into programmes and projects to they both inform and respond to developments in the overall vision for the Council and its ways of working. Modernising the constitution and relationships, strengthening Employee Relations and Performance Management and Information are examples of programmes that will need to play a role in strengthening the organisational culture.
2	Leadership and Ambition	There needs to be clear leadership with a vision and ambition for the future Council which is understood and bought into by all. Governance needs to join up connect the elements of work being undertaken and ensure they are collectively delivering against the vision for BCC.
3	Governance and Assurance	Governance and assurance underpins all the programmes, projects and programmes in the plan. A flexible, responsive and iterative approach will ensure that we maintain a focus on the overall aims and objectives while ensuring that the Council can adapt quickly, consistently and effectively to the wider social and economic context.
4	Setting and Delivering a Balanced Budget	The Council has identified a significant programme of spending reductions over the next two years. These immediate reductions are essential to restoring financial viability for the Council and protecting core services in the long term. However, delivering these savings will impact on services during the transition to a leaner, more efficient organisation – and longer-term savings will depend on successfully identifying and delivering sustainable operational savings.
5	Continuous Learning and Improvement	This plan captures a significant process of organisational transformation. We need to ensure that we implement and maintain the culture, processes and systems that enable us to capture and share learning and benchmark our progress to build a solid foundation for sustainable long-term recovery and renewal.
6	Corporate Services and Oracle	Corporate Services are a key enabler of good service delivery to citizens. The review and improvement of key citizen services is dependent on sufficient improvement to corporate services so that appropriate support is provided to services from the corporate centre. Further to this, Oracle as the core ERP system used to enable the Council's corporate services will need to be fit for purpose to service the Council's ambitions and support the effective delivery of enabling activities.

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