

Appendix A: Taking forward Local Leadership in Birmingham

1. Introduction

- 1.1 This paper sets out a firmed up approach to Local Leadership to be developed during 2017/18. It is based on:
- Our experience of devolution within the city since 2004
 - The conclusions of scrutiny inquiries
 - The work of the Assistant Leaders since their appointment in June 2016, including extensive discussions with councillors of all parties
 - Further discussions with Cabinet Members, District Chairs and the Corporate Leadership Team
- 1.2 The paper clarifies the principles and outlines the next steps in the “evolution of devolution”. A separate Action Plan is also being produced.

2. Setting the vision, ensuring delivery

- 2.1 The overriding focus of this work is to improve service delivery in neighbourhoods and bend the organisational culture of the council and the wider public sector towards neighbourhood priorities and needs. Empowering councillors in their local leadership role is critical to achieving this.
- 2.2 Citizens and communities must also be able to participate in setting local priorities and to take action themselves, recognising the rights and responsibilities of everyone in the city and the value of collective action for the common good. Building stronger communities and “Neighbourly Neighbourhoods” is as important as economic and physical improvements. Work is being carried out to identify ways in which the City Council can more effectively support active citizenship and community organisation. Following a report to Corporate Leadership Team (from Graeme Betts, Interim Corporate Director of Adult Care & Health) staff from across the authority have been engaging over developing a strategic approach to working with the third sector in a way that enhances community capacity. Progress on this will be reported back during the summer.
- 2.3 The vision on Local Leadership now sits within the Vision and Forward Plan developed by the Cabinet, with the overarching commitment to “A Better Deal for Neighbourhoods”, ensuring that “Every Place Matters” and that increased accountability and influence is brought to the ward level. This includes a commitment to a “Whole Place” and “Whole System” way of working – improving the way that the whole range of services and resources are deployed together to achieve outcomes.
- 2.4 Creating stronger local leadership is a journey, not a single event, but by setting clear objectives and a framework for how we will work together, we can focus on delivering changes that make a difference to outcomes in neighbourhoods.

- 2.5 Form must follow function, so the structures of governance and service delivery we develop must be designed to suit the outcomes we are trying to achieve, rather than arbitrary boundaries or pre-existing approaches. The measures of success the Assistant Leaders have been using are now reflected in the Council's Vision and Forward Plan:
- Services being different, better suited to the area, and more efficient
 - Officers work for the locality first, not their service or directorate
 - Local Councillors can have more influence on services
 - Residents believe they are more in control of their services and their local area
- 2.6 These are the acid test of what we are trying to achieve with the 'evolution of devolution'.
- 2.7 The Assistant Leaders, working with Cabinet Members have identified that developing Local Leadership is in reality three distinct, but interlinked areas of work, with different timescales for delivery:
- a) Service delivery – making services more joined up and more responsive to local places, focused on the ward and the neighbourhood
 - b) Strategic development – putting in place programmes of action to address priority issues that may require collaboration at a larger scale, such as skills and employment, provision of new homes, leisure and wellbeing and local centres
 - c) Governance – the structures of decision making and participation that are needed to deliver these.

3. Service Delivery

- 3.1 The key issues here are what services should be addressed at which geographical level and how can local councillors and local communities have more influence over services? There is now clarity that the new geography of devolution will be based on the ward and neighbourhood. Where issues or services need to be addressed at a larger scale this should be through clustering wards together, rather than through a standard set of boundaries such as the districts/constituencies.
- 3.2 Services and policy areas can be approached in terms of their geographical focus: neighbourhood/ward, clusters of wards or whole city. Annex 1 shows an initial scoping. Nearly all services have a neighbourhood/ward dimension, several must also be addressed through clusters of wards, but only a small number can be delivered effectively with just a city wide approach. This provides a starting point for defining our core local services.
- 3.3 The way forward is to develop an integrated approach to the core local services that are most appropriate to local influence and accountability. The structures and models through which services are delivered will vary but each will develop a consistent linkage to wards as described below. Consistent information provision and real officer accountability will ensure resolution of issues at a local level.

- 3.4 At the same time a number of other mechanisms are being introduced to improve responsiveness, such as the dedicated helpline and mailbox at the contact centre for members to escalate service issues. An improved case management system will soon be rolled out as part of the BRUM account which is the focus of the next phase of the website development.

4. *How can more influence be given to local areas?*

- 4.1 Direct financial localisation has been tried (in the District system) and found not to work in practice, due to the financial systems and challenges of managing services directly at a more local level. However the argument for devolution of accountability and influence remains strong. Inequalities in local outcomes and service performance will be tackled better through addressing differing local needs than through centralised and standardised provision.
- 4.2 The proposed approach is to make significant improvements in 3 ways:
- 4.2.1 **Firstly - use a consistent Ward Planning process as the basis for setting priorities, steering service redesign and making strategic budget decisions on local services.** This will be the core of the place shaping approach adopted by the whole council.
- 4.2.2 A framework and guidelines should be established for Ward Plans – these need to build on the best practice in some areas of the city, but what is needed are simple, short documents which are primarily built and owned by the local community working with ward councillors. The aim of central guidance will be to improve community engagement combined with appropriate use of data on local needs and priorities, rather than to impose a top down, standardised approach.
- 4.2.3 It is also proposed that Ward Planning will support an approach to locality commissioning, including public engagement. Ward planning will have to be introduced on the current ward boundaries initially as it is impractical and not good practice to operate on governance boundaries that have not yet been subject to electoral accountability. Ward Plans must be signed off by all councillors in the ward at a public meeting of the Ward Forum.
- 4.2.4 **Secondly - establish a system of “Relationship Managers” and Ward Action Co-ordinators to link ward councillors to service management.** This will ensure that councillors have a single point of contact and can get a response to local issues on a day to day basis – a common concern in consultations with councillors. It will set out a core offer that officers are expected to provide to councillors alongside Member responsibility to follow through on issues.
- a) Relationship Managers (RMs).** This role will be taken on by officers within each of the core local services and strategic issues identified in Annex 1. They will act as the key point of contact between the Ward Action Co-Ordinators and ward councillors and the service or strategic partnership. The number and geographical focus of these in each service will be determined by what works best in that service. RMs will be expected to take action quickly to address local issues and have considerable scope for discretion in doing so. Cabinet Members will be expected to engage with this process and to support it within their service areas.

The role of RM's will be developed further over the coming months but would initially require

- To be a contact point for Ward councillors and the WAC for matters in that ward that cannot be addressed through the standard reporting channels (contact centre etc)
- Forming part of a virtual team for the Ward along with other RMs and the WAC to respond creatively to issues that may arise
- Where required the RM would input into the Ward Plan as a proactive measure to meet priorities and avoid service demand

The services where RM's will be sought as a priority (phase 1) are Local/district engineering, Amey, parking enforcement, street cleaning & refuse collection, council housing (estate & tenancy management), community safety, parks/grounds maintenance, waste enforcement, health & wellbeing, libraries, dog wardens, environmental health.

Each service will be asked to set out the scope of services covered within their remit.

b) Ward Action Co-ordinators (WACs). A decision is required on the scale and pace of introduction of WACs. This could for example comprise of a small scale introduction using a dedicated 0.5 fte WAC run in approximately half a dozen areas, or a larger scale introduction but using staff who carry out this as a 'key link' function but whilst continuing to do their current jobs. WACs need to be 'can do' people with the skills, training, support and perhaps most of all desire to do the job. A trial testing several approaches to delivering WACs is the preferred way forward to see what works and a future report will set out the detail, scale and pace of the WAC pilot. The pilot approaches would seek to demonstrate that there is a business case for WACs to be rolled out city-wide and clearly set out the resource requirements and any impact on budget planning for 2018/19. This approach would ensure that there is a solid case for the WAC service to ensure that there is no return to the former Neighbourhood Management approach which started and then stopped due to it being reliant on external/programme resources.

It is anticipated that staff undertaking the role of WAC will be on fixed term secondments and career development opportunities. A decision will be needed as to which services are prioritised to release staff, as it will not be possible to move significant numbers of staff out of current roles into new ones without Members taking a view on where that resource should be taken from and what the consequences are.

4.2.5 The current proposition is that in the future business case the ambition is to identify WACs operating on either a part time basis or as an additional function to their current duties covering the entire city through a set of 34 ward clusters areas. Their role will be to co-ordinate action across all services and issues in the ward, linking with the relevant Relationship

Managers in core local services and with ward councillors, local community organisations and non-council service providers. They will be expected to be action-oriented people, able to innovate and problem solve on their own initiative. They will also play a key role in community capacity building.

- 4.2.6 It is also anticipated that the system will enable the realisation of savings through speedier responses to service issues and public concerns. Roll out will require:
- Evaluation of the effectiveness of the approaches tested in the developmental phase (including savings and outcome improvements)
 - Full business case, including a clear statement on budget implications for staff release
- 4.2.7 This approach is intended to be a central component of the City Council's approach to cultural change and Place Leadership, enabling staff to develop experience across different services and an outlook based on places as a whole rather than a single service. Recruitment and support arrangements will be put in place. A job description (GR4) is attached as Annex 4. Staff will be able to apply for the roles and managers will be encouraged to put staff forward for secondment where they identify their potential to benefit and to perform the role well.
- 4.2.8 Following discussions with partners the focus of the initial work through the WAC system has synergies around the following areas
- a. Clean, Green and Safe
 - b. Housing (tenancies, estate management etc)
 - c. Community Capacity

and external partners (police, housing associations etc) are willing to engage on this basis. However there may also be scope to engage further on how the model could support the Adult Social Care model around Community Asset Development. Data on the above areas is currently being reviewed to see what information this could provide regarding prioritisation of pilots.

- 4.2.9 To demonstrate Every Place Matters each ward will be allocated a senior officer, from across Directorates, to act as a senior point of reference to help with issues that emerge in Ward Plans, service delivery etc. This is an idea that needs further development.
- 4.2.10 **Thirdly - Improve data available to councillors and citizens at the local level to support both Ward Planning, day to day responsiveness to local issues and using a big-data approach to integrating and delivering fresh insights and local solutions.**

4.2.11 To support the bending of organisational actions and culture towards neighbourhood priorities and needs, we will also need to develop a consistent and detailed information management system. This will bring together service data, including performance metrics and scorecards at the local level (requiring the enforcement of consistent recording of point data down to individual, household and street level) core data will include people's real-world, their neighbourhood and how each can navigate it better for themselves and their families using information in novel ways with dynamic profiling of citizen views, demographics and needs. Officers will be asked to develop a project plan across relevant services and the Strategic Research Team.

4.2.12 **RMs will be appointed in all services as outlined in 4.2.4(a) above as soon as possible.**

Initial Ward Plans will be produced by the end of September 2017 and will be used as the basis for inputting local priorities into the 2018/19 budget proposals and policy planning cycle. These will initially be based on the current 40 wards and in the first instance will be 'high level' plans setting out broad brush local priorities by the end of September 2017 to feed into the budget process for 2018/19. More detailed and bottom-up ward planning will be brought in for 2018/19 once the new ward structure is in place.

The system to pilot WACs will be established following consideration of a future report setting out the detail, scale and pace of the WAC pilot.

The Action Plan will specify timescales for implementation and accountabilities in more detail. But the proposed way forward is to trial a range of activity in order to demonstrate the effectiveness of different approaches prior to bringing in a new system next year.

5. Strategic Development

5.1 There will be a range of strategic issues that the City Council wishes to address at a more local level than the whole city, such as skills and employment, the provision of new homes, leisure and wellbeing and local centres that serve a number of wards. These require collaboration between a number of wards and the centre, as well as partner organisations operating on different boundaries. Taking action across a larger area will be one way of bringing to life the local priorities set out within Ward Plans.

5.2 There is a widespread agreement that this cannot be done through a single geography for all issues. However there is a need for consistent political leadership on specific policy areas. These will follow from the priorities set at Cabinet and Council level, through the Vision and Forward Plan. The approach will be piloted in a small number of key areas within these priorities where progress on an area approach has already been made, such as the transformation of the Health and Wellbeing service and the Youth Promise Plus skills and employment programme (see Annex 2).

- 5.3 It is proposed to adopt *Social Action* (as proposed by the New Economics Foundation) as a model for local innovation on local concerns and priorities – see Annex 3. This approach brings together the priorities of citizens (a new perspective on person-centred services), communities (people taking action themselves to improve their neighbourhood) and public services (investing in social action but making savings through prevention and service redesign).

6. Governance

- 6.1 As stated above, the new approach will be based firmly on ward level planning and leadership by ward councillors. **Therefore the existing resources applied to the district structure will be realigned from September 2017 to support the transition to this new ward based approach.** Detailed constitutional amendments will be brought forward to the Council Business Management Committee and City Council in September to reflect the removal of district committees and district chairs from the council's structures. Any remaining budgets, work functions or officer resources currently dedicated to this system would require review and subsequent consultation.
- 6.2 However there needs to be a bridging mechanism between the city level (and also the Combined Authority/Mayor level) and local areas. For this reason it is proposed that Assistant Leaders be retained and that from September will cover defined geographical areas of the city.
- 6.3 As stated above these roles are not intended to bring together political leadership on all strategic development issues – that will involve ward councillors operating with colleagues in clustered areas and with Cabinet Members. The role of the Assistant Leaders will be to ensure that the central political and administrative system is supporting local action, for example helping Cabinet Members to link into the local clusters taking forward action relevant to their portfolio. They will drive the Member development programme, champion ward priorities within the budget process and embed the machinery described above into the organisation.

One key part of their role will be to drive forward and develop future policy options around parish and community councils. A major new way of taking the whole approach forward could be through the creation of neighbourhood, community, parish or town councils across Birmingham. The Assistant Leaders will initiate a major programme of consultation across the city to identify the areas where this potential route may have most to offer and the principles that should underpin effective relationships between these parish/community councils.

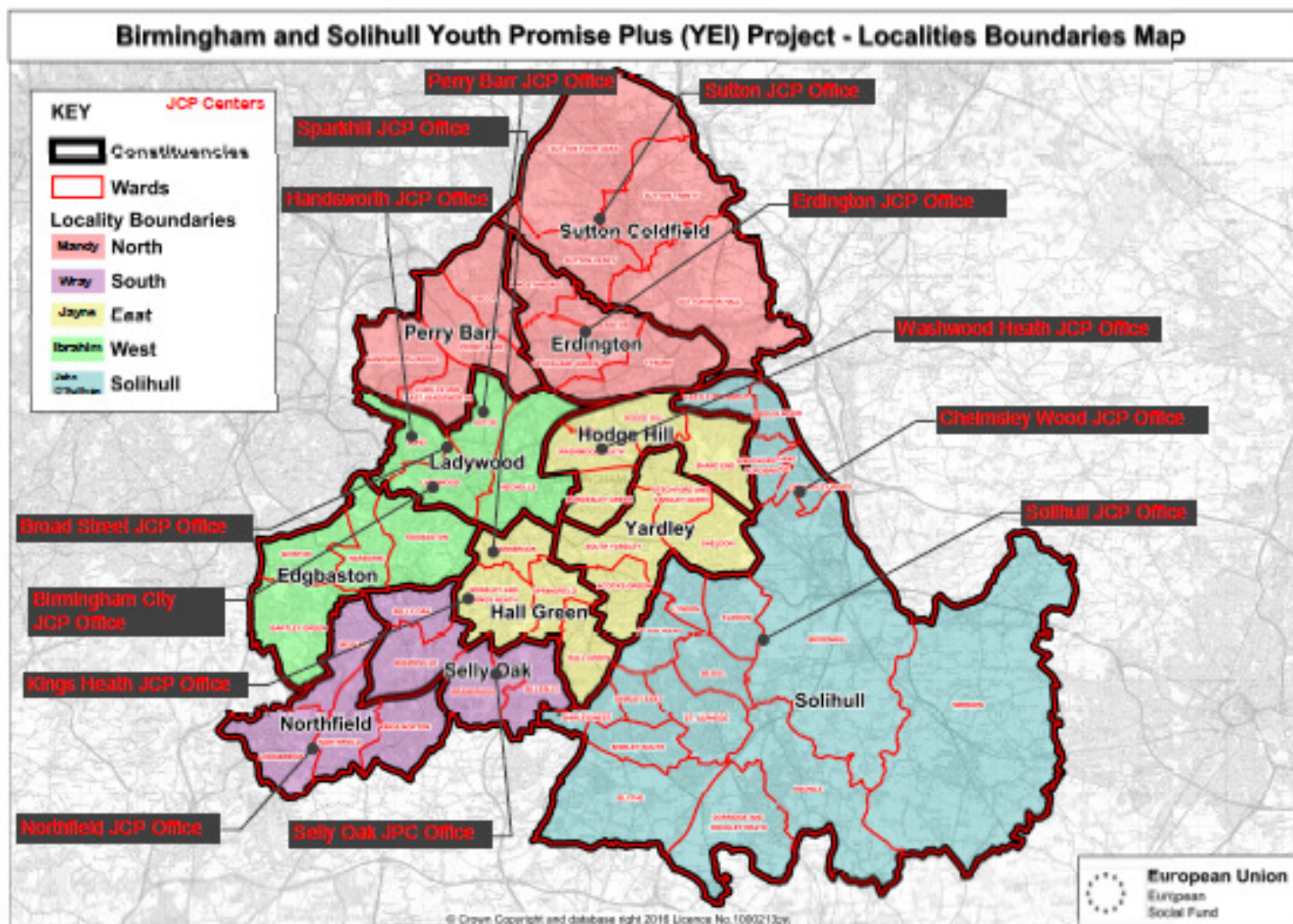
These posts would be appointed by the Leader of the Council.

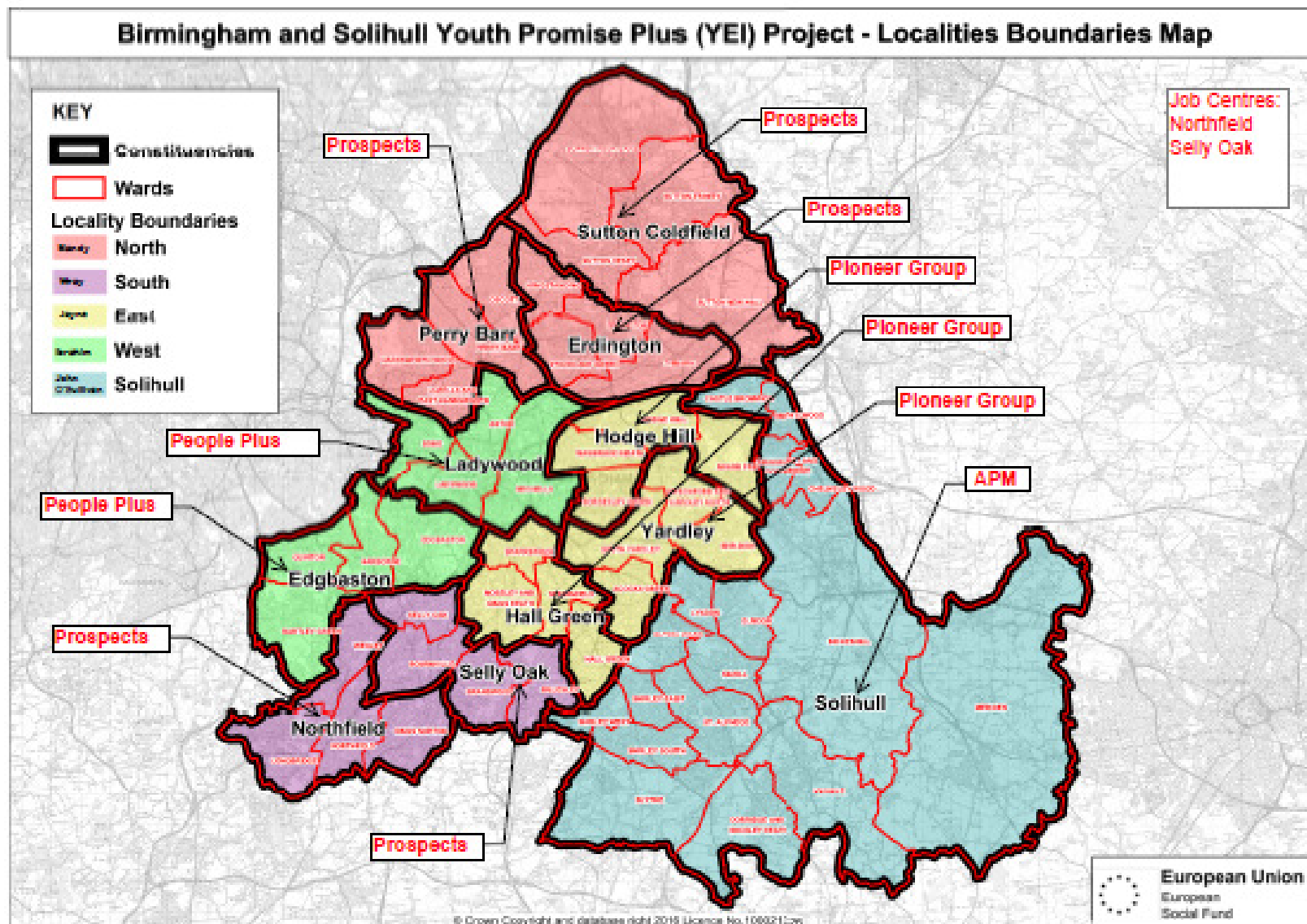
Annex 1: Core local services for local influence

Issue (Cabinet Portfolio)	Neighbourhood/ Ward	Ward Cluster	City
Street Cleaning & Waste Enforcement (Clean Streets, Recycling and Environment)	✓		
Highways (Transport and Roads)	✓		
Amey services (Transport and Roads)	✓		
Parking Enforcement (Transport and Roads)	✓		
Housing Management - Tenant scrutiny of housing management services (Housing and Homes)	✓		
Local Lettings policy (Housing and Homes)	✓	✓	
Community Safety (Transparency, Openness and Equality)	✓		
Parks Clean Streets, Recycling and Environment)	✓	✓	
Grounds Maintenance (Clean Streets, Recycling and Environment)	✓		
Youth Service		✓	
Leisure/Wellbeing (Clean Streets, Recycling and Environment and Health and Social Care and Deputy Leader)		✓	
Libraries (Deputy Leader)	✓	✓	
Housing Development/Planning	✓	✓	
Local Centres (Leader)	✓	✓	
Asset Development	✓	✓	✓
Jobs & Skills (Skills and Learning)		✓	✓

Issue (Cabinet Portfolio)	Neighbourhood/ Ward	Ward Cluster	City
Health (Health and Social Care)	✓	✓	✓
Children (Children, Families and Schools)			
Looked-after children (Children, Families and Schools)	✓	✓	✓
Schools admissions (Children, Families and Schools)	✓	✓	✓
Social Cohesion (Transparency, Openness and Equality)	✓		
Active Citizens & Development of Organised Self Help Neighbourhood Groups & Networks (Transparency, Openness and Equality)	✓		
Dog Wardens (Chair of Licensing and Public Protection Committee)	✓		
Environmental Health (Chair of Licensing and Public Protection Committee)	✓	✓	
Trading Standards (Chair of Licensing and Public Protection Committee)	✓	✓	✓
Benefits Advice (Deputy Leader)	✓		✓
Carers support (Social Care and Health)		✓	

Annex 2: Youth Promise Plus areas



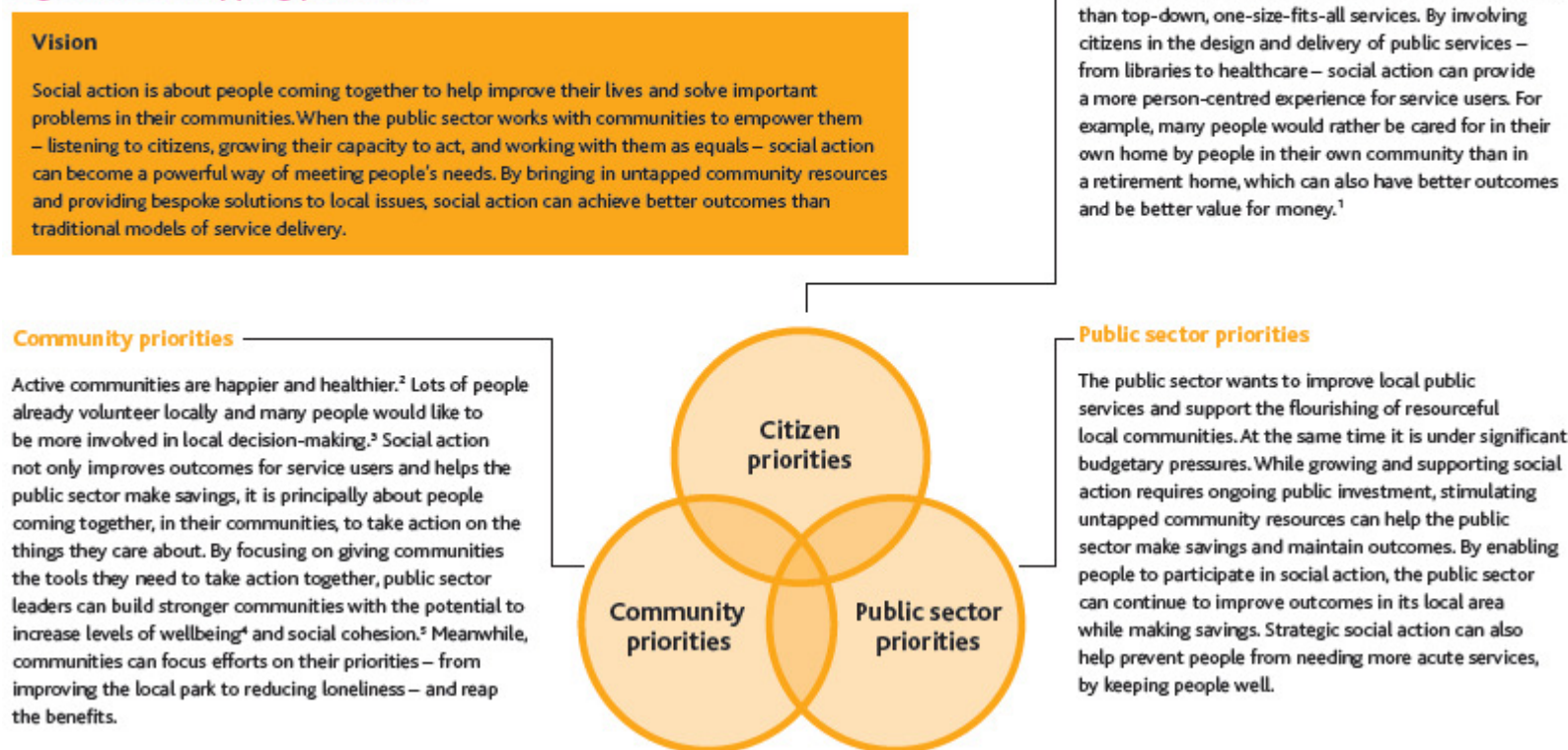


Annex 3: Social Action

B1: 'Why do this?' diagram

This diagram summarises the overarching vision for social action, as well as the way in which it can meet the priorities of citizens, the public sector, and the wider community.

Figure 1. Overlapping priorities



Annex 4 : Job Description for Ward Action Co-ordinator



JOB DESCRIPTION

JOB TITLE: Ward Action Coordinator **JOB NUMBER:** (tbc)

GRADE: 4

DIVISION: Neighbourhoods and Communities

NUMBER OF POSTS: (tbc)

SECTION: (tbc)

POST REQUIRES POLICE / CRIMINAL RECORDS BUREAU CLEARANCE: NO

1.0 JOB PURPOSE

- 1.1 To work with residents, self-organised community groups and stakeholders in an entrepreneurial way to coordinate neighbourhood level working activity and to facilitate social mobilisation in order to create and maintain prospering communities where people want to live, work and visit.
- 1.2 To work effectively with communities, supporting councillors' local leadership role, to ensure residents are actively involved in shaping and monitoring the effectiveness of service delivery within their neighbourhoods.
- 1.3 To be responsible to Ward Forums and area committees (where appropriate) for the performance of neighbourhood working activity and how it translates to improved delivery of localised service provision.
- 1.4 To proactively work with key stakeholders and support Ward Councillors in addressing local matters of priority by:
 - Having an overview of the development needs of the local community
 - Maintaining, planning, developing and managing a local programme of community-determined activities both within local neighbourhoods and local community facilities where appropriate
 - Supporting and managing externally funded projects and programmes which are of benefit to the local community
 - Working strategically with and/or supporting local providers of community development initiatives and activities in accordance with Birmingham City Council priorities
 - To ensure a high standard of customer service and care putting residents first.

2.0 DUTIES AND RESPONSIBILITIES

Service Delivery

Ward Coordination/Liaison

- 2.1 To be responsible for developing, planning, organising and managing specific community activities, programme initiatives and events, ensuring the active participation of residents/communities.
- 2.2 To work directly with residents, community groups and projects involved with the delivery of community activity programmes.
- 2.3 To establish and maintain relationships with community groups and appropriate agencies and organisations working with them and offering guidance where appropriate.
- 2.4 To devise methods of engagement to ensure children, young people, adults and older people are engaged to identify their needs and involved in the design and evaluation of all community service provision.
- 2.5 To liaise with the Community Development & Support Officers, Housing Managers and other relevant services, agencies and parties to assist in meeting the needs of the local community and encouraging involvement in local planning and decision making such as neighbourhood forums and ward committees.
- 2.6 To advise key workers, officers, managers and elected members on the needs of children, young people and older people and take responsibility for the design, delivery, monitoring and reporting of service provision as appropriate.
- 2.7 To promote and ensure good customer service and customer care by being helpful, courteous and polite.
- 2.8 To work closely with statutory service providers, including council service departments, to ensure resources are being deployed effectively and efficiently to address local priorities.

Development /Research

- 2.9 To encourage the formation of Neighbourhood Forums, Housing Liaison Boards, Tenants/Residents Associations, Cooperatives, Social Enterprises and other forms of formal and informal neighbourhood involvement.
- 2.10 To ensure local residents are directly involved in the planning, decision making, monitoring and evaluation of community and play services, activities and programmes.

- 2.11 To promote the importance of neighbourhood planning, signposting interested and involved parties to relevant training and development sessions where necessary.
- 2.12 To support groups to participate in the co-design of and implementation of projects related to ward development plans.
- 2.12 To identify, apply for and secure external funding opportunities.
- 2.13 To be aware of grant assistance and support residents with proposals as necessary.
- 2.14 To be aware of and support the development of new community projects that assists social mobilisation.
- 2.15 To implement methods of increasing participation by supporting and delivering customer consultation and consultation within the local community.
- 2.16 To assist in the preparation of appropriate material for publication/distribution as necessary.
- 2.17 To work with appropriate colleagues and agencies to develop and deliver training packages to meet the requirements and needs of Neighbourhood Forums, Housing Liaison Boards, Tenants/Residents Associations.
- 2.18 To maintain a resource/information 'bank' of tenant/resident participation legislation and practice.
- 2.19 To assist in the monitoring of customer/resident involvement within neighbourhoods.

Coordination

- 2.20 To facilitate resident involvement in consultation or dialogue to enable them to have an input in how the council and other local stakeholders deliver services.
- 2.21 To assist with Asset Based Approaches to improving places.
- 2.22 To facilitate resident involvement in local activities around place shaping and priority setting.
- 2.23 To facilitate communication between residents, local partners and stakeholders.

- 2.24 To work with Ward Action Coordinator colleagues to ensure a consistent professional approach to neighbourhood working practice, placing residents first and ensuring the different needs of neighbourhoods are recognised when priority setting.
- 2.25 To support and assist developing residents groups including Neighbourhood Forums Residents Associations and other Tenants Boards and Organisations.
- 2.26 To Assist with the development and maintaining of Active Residents Networks.
- 2.27 To share good practice and to disseminate lessons learned across the City.
- 2.28 To assist the Neighbourhood Development and Support Unit with maintaining a citywide resource/information bank on resident involvement across the City.
- 2.29 To assist the Neighbourhood Development Unit with coordinating and providing training for residents and briefing sessions around place working, resident engagement, involvement and participation.
- 2.30 To ensure that all reporting systems are carried out effectively in accordance to the relevant BCC policies and procedures.

Staff and Resources

- 2.31 No responsibility for managing staff.
- 2.32 Resources will be made available as appropriate by the relevant Manger/Senior Service Manager.
- 2.33 Responsibility as appropriate for the coordination of volunteers and community organisers.

General

- 2.34 To attend regular supervision / appraisal sessions with the line manager in accordance with BCC arrangements for the supervision of workers.
- 2.35 To be prepared to undertake such training as deemed necessary by the Community Development & Play Manager to ensure the professional undertaking of duties.
- 2.32 To adhere to all City Council and Service policies, procedures and guidelines particularly in relation to Recruitment and Selection, Equal Opportunities, Health and Safety and Finance.

- 2.36 To carry out any other duties which may incidentally arise from time-to-time as specified by the Community Development & Play Manager.
- 2.37 Due to the nature of the work the post holder will be required to carry out duties at such times and upon such dates as may be most effective according to the needs of the service. This will necessitate the working of evenings and weekends as required.

**OBSERVANCE OF THE CITY COUNCIL'S EQUAL OPPORTUNITIES POLICY
WILL BE REQUIRED**

3.0 SUPERVISION RECEIVED

3.1 TBC

3.2 Type of supervision received: Week to week direction as required.

5.0 SPECIAL CONDITIONS

- 5.1 Work outside office hours, including evenings and occasional weekends. Time off in lieu will be provided as appropriate.
- 5.2 The post holder is appointed on a ward/s basis but may be required to work on citywide initiatives. The location/usual place of work may be changed to meet the needs of the service and demand for neighbourhood coordination.