

- 3.47 The BIIP did identify some risks on the deliverability of the Council's financial plans including that the implementation of the FOM will require bold, focused, suitably experienced and tenacious managerial leadership; that contingency savings plans be prepared at a very early stage of development; for the Council to assess the impact on corporate capacity to transfer children's services to a Children's Trust and for the Council to review its approach with partners as current ways of working could inhibit the development and achievement of new ways of working.
- 3.48 In August 2017, the BIIP wrote to the Secretary of State recommending that it should suspend its current operation in view of its assessment that the Council's broad direction of travel was positive, and prospects for improvement were good. It recognised the Council still faces significant challenges, including the delivery of the revenue budget for 2017/18 and future years and the implementation of the FOM, but that there were positive developments and therefore recommended that only the Panel's Vice Chair and Adviser stay in touch with the Council and that the Council produce a focussed progress report in December 2017. It has been agreed that it would be helpful that the Improvement Panel remain in place, providing advice and support to the Council until it can demonstrate that the changes in culture and governance still required are truly embedded.
- 3.49 The Council has in place a strategy for facilitating the implementation of the savings proposals including managing significant workforce reductions through redundancy and potentially outsourcing. This includes an organisational design tool kit, training and online tools for managers along with a team of trained HR professionals to support the most complex projects.
- 3.50 In addition to the Members' Development Programme, Councillors have access to e-learning through the Members' portal on People Solutions and are regularly kept up to date on training and development via the City Councillor bulletin circulated by e-mail. This gives details of legislation, training opportunities and other issues of importance to Members. Regular monthly "market places" and briefing sessions are held to keep Councillors up-to-date with Council services or services provided by partner organisations.
- 3.51 The Members' Development Programme for 2016/17 was delivered around three areas as outlined in the table below:

| New Member Induction | On-going Member Development |
|--|--|
| Aim: To give oversight of Council processes and procedures to enable new members to get quickly up to speed with their role | Aim: to provide ongoing development opportunities for members related to current and potential future role and responsibilities |
| Understand role and responsibilities, the Council's values & behaviours, define new development offer | Skill development (e.g. social media, public speaking); networks and external visits |
| Code of conduct and the constitution | On-going transformation (e.g. Children's Trust) |
| Who's who in Birmingham, customer intelligence and access to IT and council services | Community leadership including bid writing, local leadership, Neighbourhood and Community Planning Toolkit) |
| 1-2-1's | |
| Member/Officer Relationship | |
| Aim: members and officers share understanding about their roles and responsibilities and how they work together | |
| Member & Officers – redefined roles & expectations, supported by development programme | |
| Underpinning behavioural standards, the new constitution and community governance with outward place focus | |

3.52 During 2016/17, the 'My Appraisal' review process was consolidated. This streamlined the personal review process and enabled a consistent means of assessing and rewarding performance. 'My Appraisal' is specifically designed to ensure that employees are supported to implement the Council's core values:

- a) We put citizens first
- b) We are true to our word
- c) We act courageously
- d) We achieve excellence

Engagement with the community and other stakeholders

3.53 The Council engages in a wide range of consultation and engagement activities to inform service delivery and decision making. These are summarised in an annual statement and on-line consultation database. The Council Financial Plan 2017+ consultation process included public meetings led by the Council's Leader and Cabinet, a series of question and answer