APPENDIX 1 - CABINET 29TH JUNE

THE "WHOLE COUNCIL" STRATEGIC FRAMEWORK AND THE APPROACH TO PROGRAMME RESOURCING

Birmingham City Council

"Whole Council" strategic framework

"Whole council" sits at the centre of the future council programme. It represents the underpinning **strategic framework** for the programme and, therefore, the 2016-2020 Council Business Plan: it is made up of the **vision**, **values**, **outcomes (purpose)** and **design principles**.

"Whole Council" is critical for guiding the planning, modelling and decisions required during to generate our budget options and **operating and service delivery models**. It will also provide a clear direction of travel for the council and be reflected in the next version of the single **council business plan**.

The **vision** states what the organization wishes to be like in some years' time: how we want people to see us - our ambition.

The **purpose** is the "philosophical heartbeat." It takes an outward focus and describes what we're doing for someone else – the outcomes we want to achieve.

The **design principles** are a set of agreed ideas and standards that act as a framework , foundation, and reference point to guide the design of our organisation. These are often grouped around themes.

Values describe the desired behaviours and culture we want to foster and model.

"Whole Council" - Vision

We will use the existing vision for the city set out in the council business plan and the Leader's Policy Statement to create a Future Council for the 21st century.

Vision: Ambition for the city *
• **Fair**
• **Prosperous**
• **Democratic**

Vision: Ambition for the council **
• Good governance
• Strong leadership
• High quality services

From the 2015/16 council business plan
*** Gleaned from existing plans and policies since 2012*

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"Whole Council" – Purpose / Outcomes (i)

We will use the existing outcomes in the council business plan. We recognise it would be beneficial to have fewer, more specific outcomes in order to provide a clearer framework for prioritisation and we will work on this ready for 2016/17.

1. People are safe, especially the most vulnerable – from crime, violence and abuse.

2. Health and wellbeing, housing quality and life expectancy are at national levels for all. Older people are able to stay in their own homes and communities.

3. Children are protected and young people are able to access opportunities regardless of background or special needs.

4. Poverty amongst children and families is reduced – Birmingham has an ethical approach as a "Living Wage City" and no social groups or local areas are blighted by extreme levels of unemployment and low incomes.

5. People have the qualifications they need for work, including school leavers and the working age population. Young people are exposed to the world of work and career options. Skill levels are high and all young people are in employment, education or training. Everyone has access to the digital economy.

6. The economy is growing, business start-ups are the highest in the core cities and good jobs are being created.

"Whole Council" – Purpose / Outcomes (ii)

7. There is a sufficient affordable and low energy use housing supply to meet needs, provision for employment land and high levels of investment in transport and other infrastructure, including cycling and walking, digital technologies and district energy systems.

8. Birmingham is more environmentally sustainable, with higher levels of recycling, lower energy use and cleaner neighbourhoods. There is a thriving green economy.

9. The city fulfils its role as the regional capital and provides a quality of life that attracts more investors, visitors and also employees.

10. Local people from all backgrounds are engaged in local democracy and have more influence on local decisions and localised services. Communities and individuals are able to make their contribution to the life of the city and governance is based on openness and transparency.

11. The government of the city will be transformed to match modern needs.

12. Services work together, make use of new technologies and modern "hub" facilities and are focused on "whole people" and "whole places". Citizens, businesses and agencies can co-create new services

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"Whole Council" - Design principles (i)

1. We will take a Whole Place, Whole City, System View
- Understanding how our services can 'mesh' with partners and other providers
- Making the best use of the Birmingham £
- A presumption of working with partners where it adds value to shared outcomes
- Planning and working flexibly with partners whilst not assuming they will unquestioningly fit in with us or vice versa

2. We will target our resources on our key priorities and outcomes
- Reducing inequalities
- Accepting we will need to reprioritise what we do
- Supporting those who are most in need or at risk of harm or dependency
- Preventing need or escalation of need
- Meeting our legal duties

3. We will focus on reducing or preventing future demand and better managing current demand
- Placing a strong emphasis on prevention and early intervention
- Challenging the "inevitability" of demand and dependence
- Treating people holistically, not through a service lens
- Ensuring the most effective interventions are targeted at the right people

4. We will promote the independence of our citizens
- Maximising citizens' independence by building the capacity of individuals, families and communities
- Empowering citizens and communities to do as much as they can for themselves
- Promoting citizen choice
- Redefining our relationship with citizens based on an ambition to increase resilience, capacity and independence

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"Whole Council" - Design principles (ii)

5. We will operate at three levels – regional, city, and local
- For governance, planning, commissioning, delivery and management
- Selecting the level that will maximise benefits on a "case by case" basis

6. We will have a portfolio delivery model with no presumption that the council is direct deliverer
- Asking first whether someone else is better placed to deliver, understanding the whole system impact
- Being supplier agnostic: identifying who is best placed to deliver our priorities within our financial envelope
- Focusing on our role as intelligence based commissioner rather than direct deliverer
- Moving fast to adapt to changing needs and resolve problems
- Accepting that "Spin outs" will not be required to buy back council support services

7. Flexible and adaptable workforce - whether directly employed or delivering on our behalf
- Employing staff directly where it gives best value to the citizen
- Setting clear expectations for workforce performance and behaviours
- Creating conditions for staff to take informed risks
- Creating a workforce that can flex and adapt quickly to the needs of our citizens and the council

8. We will govern ourselves in a way that aligns with our values
- Reflecting social value
- Quick, simple and safe governance
- Starting with a presumption of transparency
- Basing our plans and decision making on intelligence and evidence
- Decisions taken where responsibility lies

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"Whole Council" - Values

We will use the values developed during 2014/15.

We put citizens first

We are true to our word

We act courageously

We achieve excellence

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The Resource Plan

- Future Council is an 'invest to save' programme that will be the vehicle by which the Council will deliver £247 million of savings by 2020/21.

- Funds for 2015/16 are drawn from:
    - £1.55M from the BCC Policy Contingency Fund
    - £445K from the BCC Housing benefit Reserve Fund

- The approach taken has sought to resource the programme where possible internally and then supplemented by targeted and time limited external capacity and expertise

- Funding provides resources for these internal and external resources. Further details of the funding allocation against programme activity can be found in appendix 2.

- A Bid to DCLG is currently being prepared for additional capacity and resource to deliver programme outcomes

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Programme Roles

			Link Member
Programme Sponsor	Mark Rogers		
Programme Director	Sarah Homer		
Programme Manager	Fiona Fisher		
Operating Model Senior Responsible Officer (SRO)	Peter Hay	Sub-Prog Lead Sajeela Naseer Heike Schuster-James	Cllr Ali Cllr Jones Cllr Holbrook Cllr Hamilton
Political Governance SRO	Jon Warlow	Sub-Prog Lead Ifor Jones	Leader Cllr Cotton
Integrated Support Services SRO	Paul Dransfield	Sub-Prog Lead Anna Earnshaw	Deputy Leader Cllr Trickett
Forward the Birmingham Way SRO	Alastair Gibbons	Sub-Prog Lead Mandy Quayle	Deputy Leader Cllr Stacey
Partnerships SRO	Adrian Phillips	Sub-Prog Lead Austin Rodriguez	Leader Cllr McKay

Programme Governance

Governance

- The Programme Board reports to EMT and Cabinet. Programme Terms of reference have been agreed for the Programme Board, Programme Management Group and the Sub-Programme Groups. Service Directors are in the process of proposing service representation for Shaping Groups for each of the sub-programmes.

Programme Scrutiny

- A task and finish scrutiny group is proposed with membership nominated by the five Scrutiny Chairs and with proportional political balance.

Overview of Programme and Sub Programmes

Cabinet agreed the programme design at its meeting on 20th April. There are five sub-programmes all of which are informed by a 'Whole Council' approach. These are:

- The Council Operating Model
- Political Governance
- Outward Looking Partnerships
- Forward the Birmingham Way
- Integrated Support Services

Cabinet is asked to approve:

1. The whole Council Strategic Framework which will inform and shape programme delivery.

2. The Resource plan, approach and funding. This requires funding of £2M in 2015/16 with £864K of additional internal resource seconded onto the programme.

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