Creating the council of the future

Making a positive difference every day to people's lives

Corporate Resources & Governance Overview and Scrutiny Committee 2 November 2016

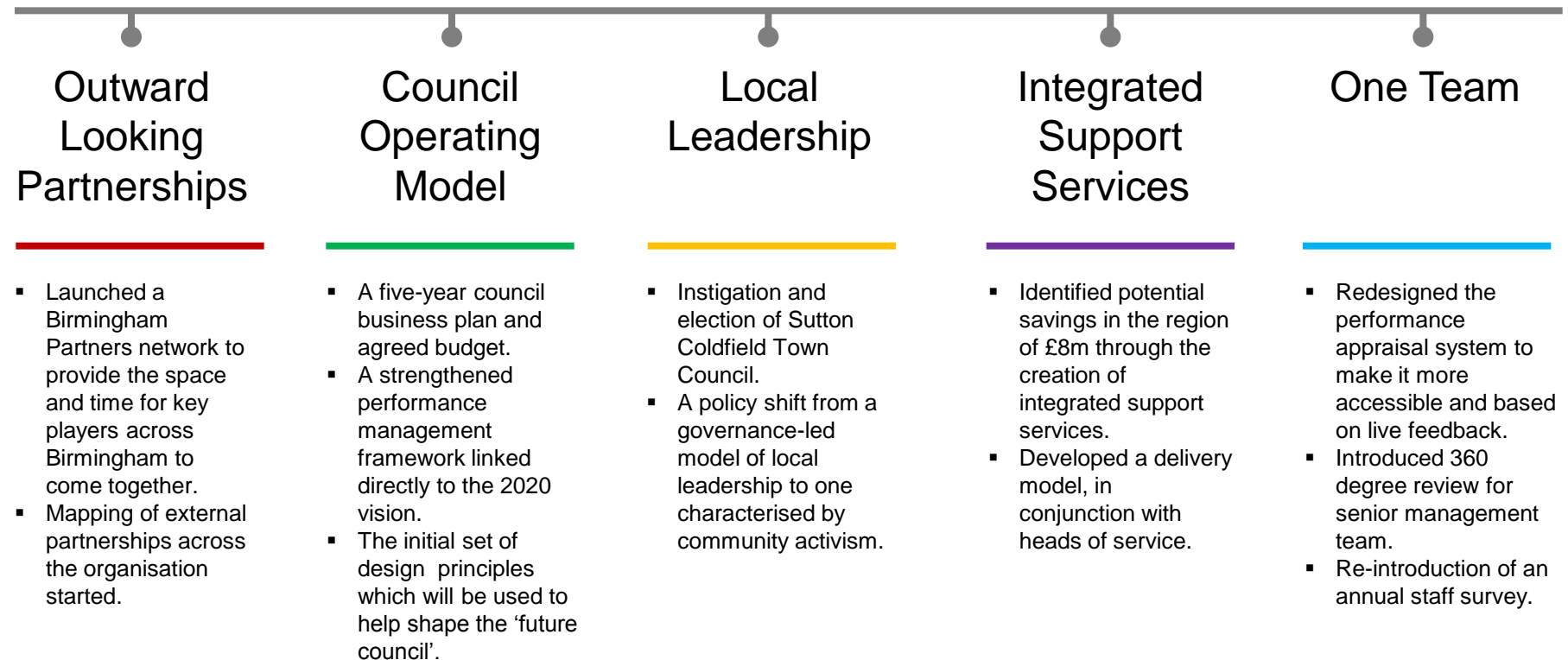**Angela Probert – Strategic Director, Change and Support Services**

Future Council Phase 1

- In 2015 the council created the Future Council programme as a way of harnessing and coordinating several key improvement programmes

- Over the last year we have made positive progress with all of these and helped create a foundation for longer term change

- The transition report reported to the Corporate Leadership Team and Executive Management Team in sets out in detail the progress made and outstanding areas of focus (see attached document – Future Council Transition report)

- Key headlines from Phase 1 are set out on the following slides -

The first phase of the future council

The first phase of the future council programme enabled us to coordinate three significant improvement programmes – education, children's services and the actions from the Kerslake review – and set the foundations for long term change and an approach that looked at the whole council. In the first phase of activity the programme has secured additional senior management capacity, established a single set of values and behaviours for the whole council and an initial set of design principles. In addition each of the sub programmes has delivered or established a number of improvements and initiatives across a number of areas.

Outward Looking Partnerships

- Launched a Birmingham Partners network to provide the space and time for key players across Birmingham to come together.
- Mapping of external partnerships across the organisation started.

Council Operating Model

- A five-year council business plan and agreed budget.
- A strengthened performance management framework linked directly to the 2020 vision.
- The initial set of design principles which will be used to help shape the 'future council'.

Local Leadership

- Instigation and election of Sutton Coldfield Town Council.
- A policy shift from a governance-led model of local leadership to one characterised by community activism.

Integrated Support Services

- Identified potential savings in the region of £8m through the creation of integrated support services.
- Developed a delivery model, in conjunction with heads of service.

One Team

- Redesigned the performance appraisal system to make it more accessible and based on live feedback.
- Introduced 360 degree review for senior management team.
- Re-introduction of an annual staff survey.

The first phase of the future council

Closing the gap

The first phase of the future council programme is over but there are still a number of improvement actions (which were part of our response to the Kerslake review) that we need to complete.

These were captured in the 'gap analysis' shared with the Birmingham Independent Improvement Panel (BIIP) in March 2016.   They cover a range of areas where further work is required and the closing of these 'gaps' will be built in to the next phase of the future council.

1 Full resetting of member-officer roles and relationships.

2 The council's leadership team to provide a clear vision for the organisation and have a grip on performance.

3 Political leadership demonstrating the courage to take tough decisions.

4 City partners feeling like we have engaged with them as equals.

5 Members to play more of a community leadership role.

6 Communicate a clear vision for the city and council's role within it.

7 Tackle our organisational culture: less working in silos, more learning and a stronger outward-facing council.

8 Strip out bureaucracy.

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TO PEOPLE'S LIVES

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Moving to the next phase of the future council

It is something all of us need to own

- Create a culture that keeps a focus on our purpose, vision, priorities, design principles, 'big moves' and getting the basics right

- Support collaboration within the council and with our partners

- Actively encourage change and innovation

I MAKE A POSITIVE **DIFFERENCE EVERY DAY** TO PEOPLE'S LIVES
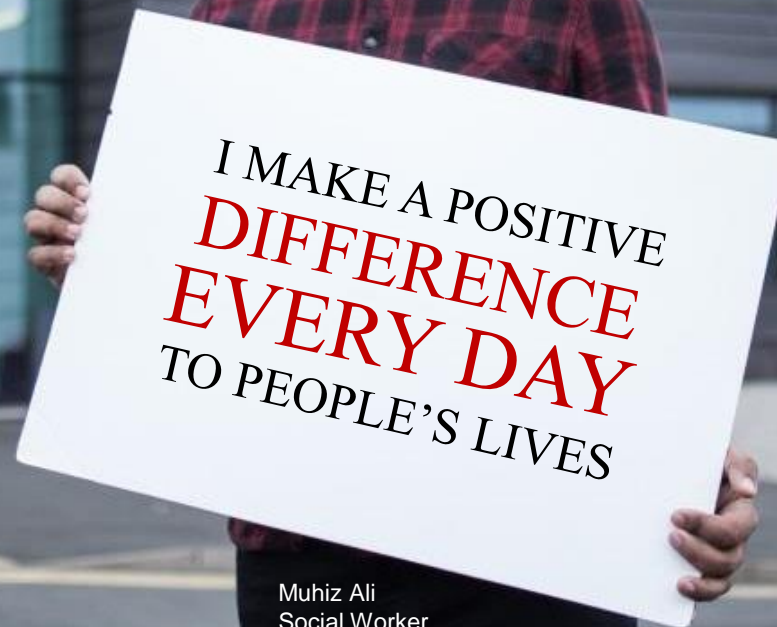
Muhiz Ali
Social Worker
Generic Adults Team

MAKE A POSITIVE **DIFFERENCE EVERY DAY** TO PEOPLE'S LIVES

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Creating the council of the future

FUTURE COUNCIL: PHASE 2

Council of the Future Phase 2

- Our next challenge is to use the work that has taken place over the summer on – vision, values, priorities and priority outcomes and ensure that they will help all of us to do our jobs more effectively

- We also need to ensure that they will help us target our limited resources on those activities or significant projects that will help us achieve our purpose – these will be our 'big moves'

- We want every one who works for the council to know and understand this 'golden thread' that runs from our purpose to the things all of us do every day

- And we want to share this 'golden thread' with our partners

Phase 2 …

- In an era of reduced – and reducing - resources we need to find new ways of achieving our purpose and helping Birmingham and the people who live and work here to thrive

- Our most immediate challenge is to identify options to deliver the budget gap and deliver on identified savings this financial year

- Next, we need to make the future council come to life for all of us – this will become part of our culture – the way we do things around here

- We also want to find ways of actively encouraging collaboration, change and innovation in all parts of the council and around Birmingham

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This is our purpose and the model we are using to support long term change at Birmingham City Council

Make a positive difference every day

to People's lives

- We want to focus on the basics by ensuring that everything we do is aligned – creating a 'golden thread' from our purpose through to the 'big moves' programmes

- This model will help us to shape and direct change within the council.

Vision and priorities

Big moves

Guiding principles

Values and behaviours

Drivers and Enablers

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Birmingham City Council
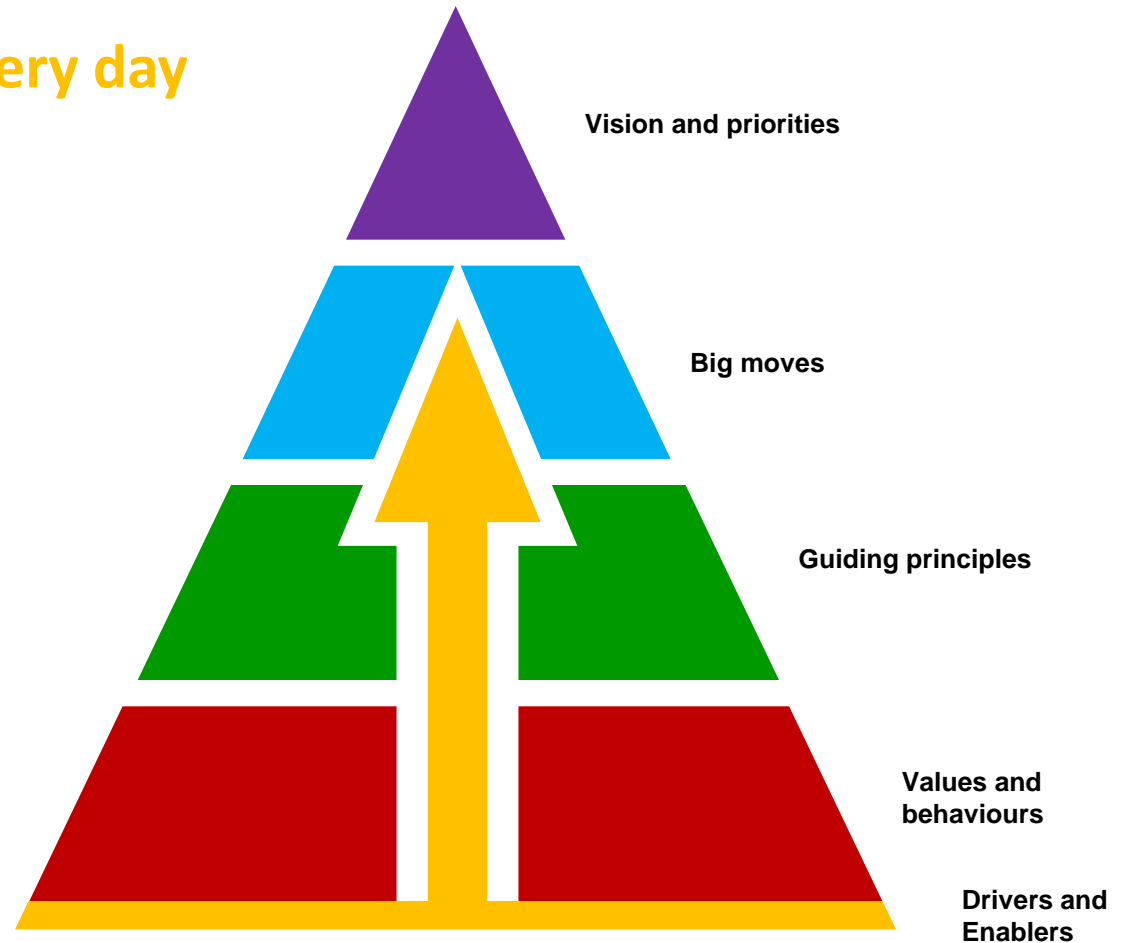
Birmingham: A city that works for all of us
Cross Party statement

'We are proud to serve the people of Birmingham. This is a welcoming city with an historic past and, more importantly, an exciting and influential future. A place where future success for the city means opportunity for all.

As the most youthful city in Europe, supporting young people to realise their potential is paramount - enabling Birmingham to be a great place for children to grow up and learn in, for adults and families to thrive in and, as we mature, to grow old in.

Working together, we must strive for a city that offers a good quality of life to everybody - a city where your postcode or background does not determine your ambitions and achievements.

The council's role is to lead with others. Our shared purpose is to improve people's lives, working with partners from across this great city - pulling together, with leaders across Birmingham and the West Midlands, to ensure citizens have services they deserve.

Our collective efforts must put people first; responding to their needs. We must invest in communities, creating opportunities for people to achieve their aspirations and give everyone neighbourhoods and a city to be proud of.

We will strive to make this vision a reality and look forward to working with the many who share these ambitions.'

Councillor John Clancy   **Councillor Robert Alden**

Councillor Jon Hunt

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Adminstrations clear vision of what we want to create

Birmingham:
a city of growth
where every child, citizen
and place matters.

Birmingham
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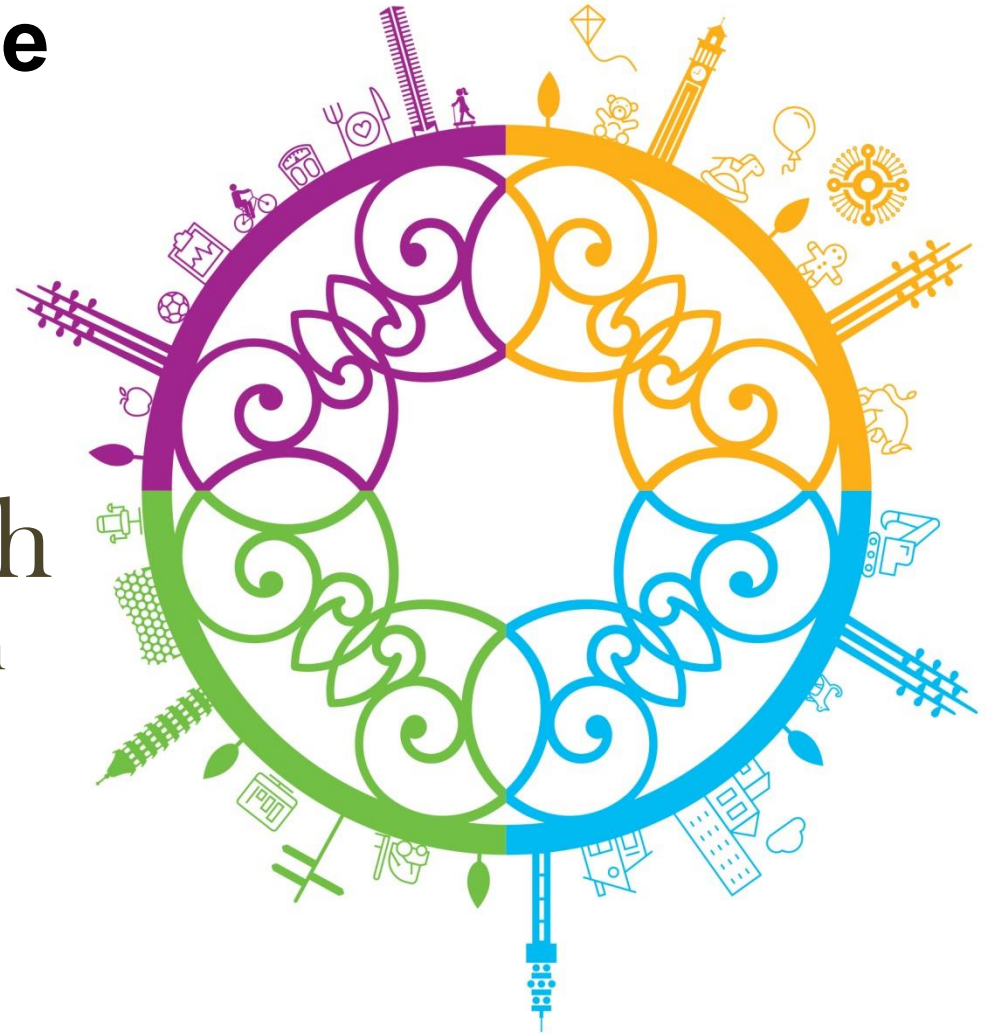
This enables us to focus the priorities on clear objectives

CHILDREN
A great city to grow up in

Make the best of our unique demography and create a safe and secure city for our children and young people to learn and grow in.

- To create an environment where our children have the best start in life.
- A city where our children are able to realise their full potential through great education and training.
- A city where children are safe and resilient, and well cared for by their families.

HOUSING
A great city to live in

Provide housing in a range of types and tenures, to meet the housing needs of all of the current and future citizens of the city.

- Creating and sustaining good quality housing provision across the city.
- Making best use of our existing stock.
- Improved partnership delivery
- Supporting local people to access good quality housing provision.
- Cleaner, greener streets and neighbourhoods.

JOBS & SKILLS
A great city to succeed in

Birmingham will be renowned as an enterprising, innovative and green city that has:

- Created conditions for inclusive economic growth that sustains and delivers jobs across the city.
- Invested in infrastructure and improved connectivity to facilitate growth.
- Supported local people to access employment opportunities.
- Supported the growth of thriving distinctive neighbourhoods.
- A reduced number of young people not in education, employment or training.

HEALTH
A great city to grow old in

Helping people become healthier, especially relating to physical activity and mental wellbeing by:

- Increasing levels of physical activity in Birmingham and developing a healthy eating environment.
- Creating a healthier environment for Birmingham.
- Reducing health inequalities.
- Leading a step change in the mental wellbeing of all people in Birmingham.
- Promoting independence of all our citizens.
- Joining-up health and social care services so that citizens have the best possible experience of care..

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To make the vision real we have established clear priorities and linked them with the drivers of change in the city

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The 'big moves' to deliver change

These are the major change initiatives that all of us will need to drive forward in the weeks/months/years ahead.

They will be grouped as follows:

BIG PLANS
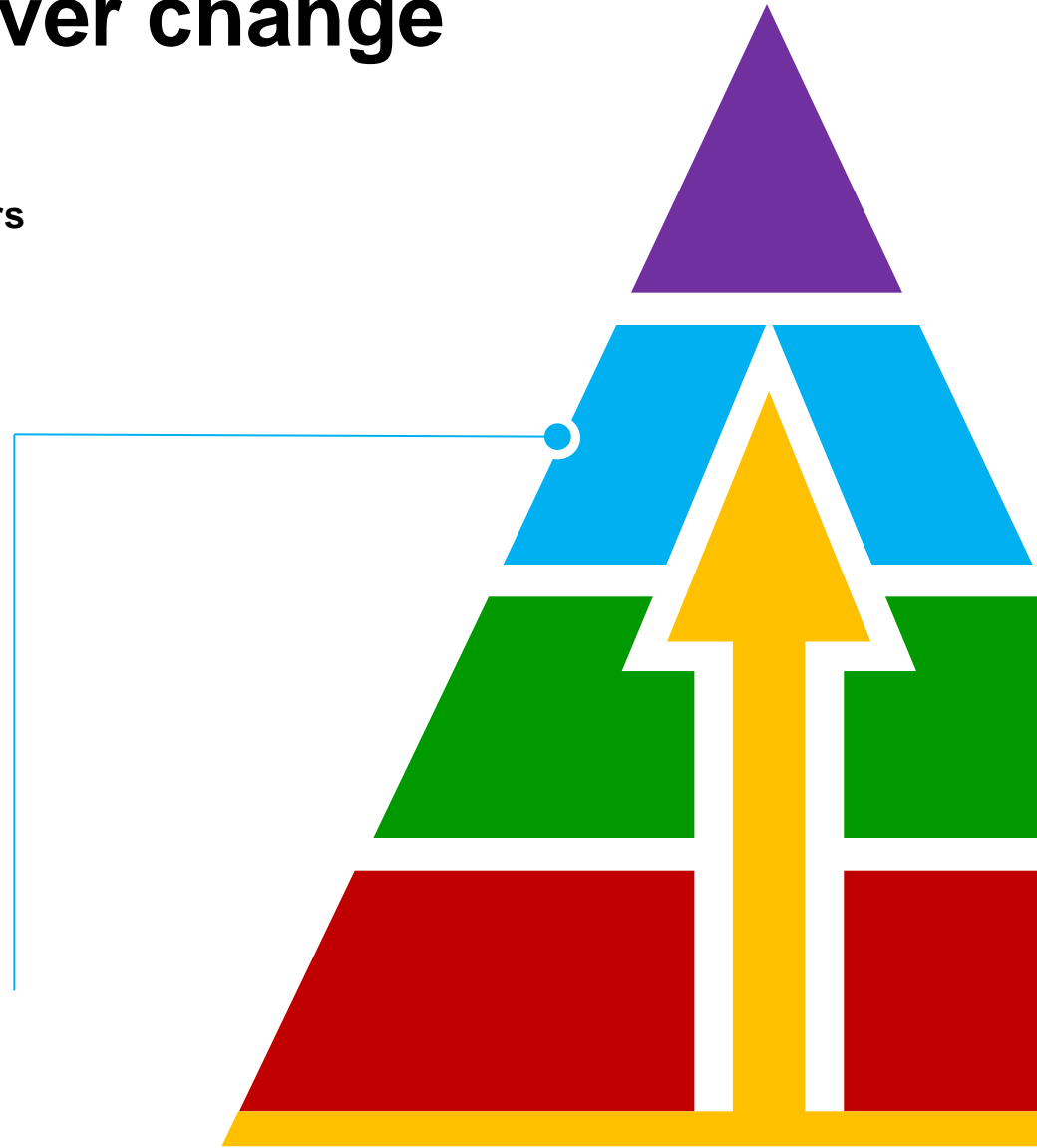**For example:** Children's Trust, Sustainable Transformation programme

BIG IMPROVEMENTS
For example: de-cluttering, culture change, customer service etc

BIG SAVINGS
For example: Significant budget / transformation programmes

Final 'big moves' programme will be available mid November

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Guiding principles

These are our 'rules of the game' and will help us design and shape the future council. We will need to understand them and 'own' them so that we can use them as part of our decision-making.

We will do the following:

Work with partners to take a **whole system** approach, with citizens and neighbourhoods at the heart of our decision making

Target our resources on our key priorities and outcomes using evidence to inform our decision making

Promote the **independence** of service users and also enable them to step up and be part of designing solutions

Operate as an **agile organisation**, through our workforce, commissioning, procurement and delivery models

Use our strategic assets to leverage economic growth and investment across the city

We will **work** in a way that aligns with our **values**

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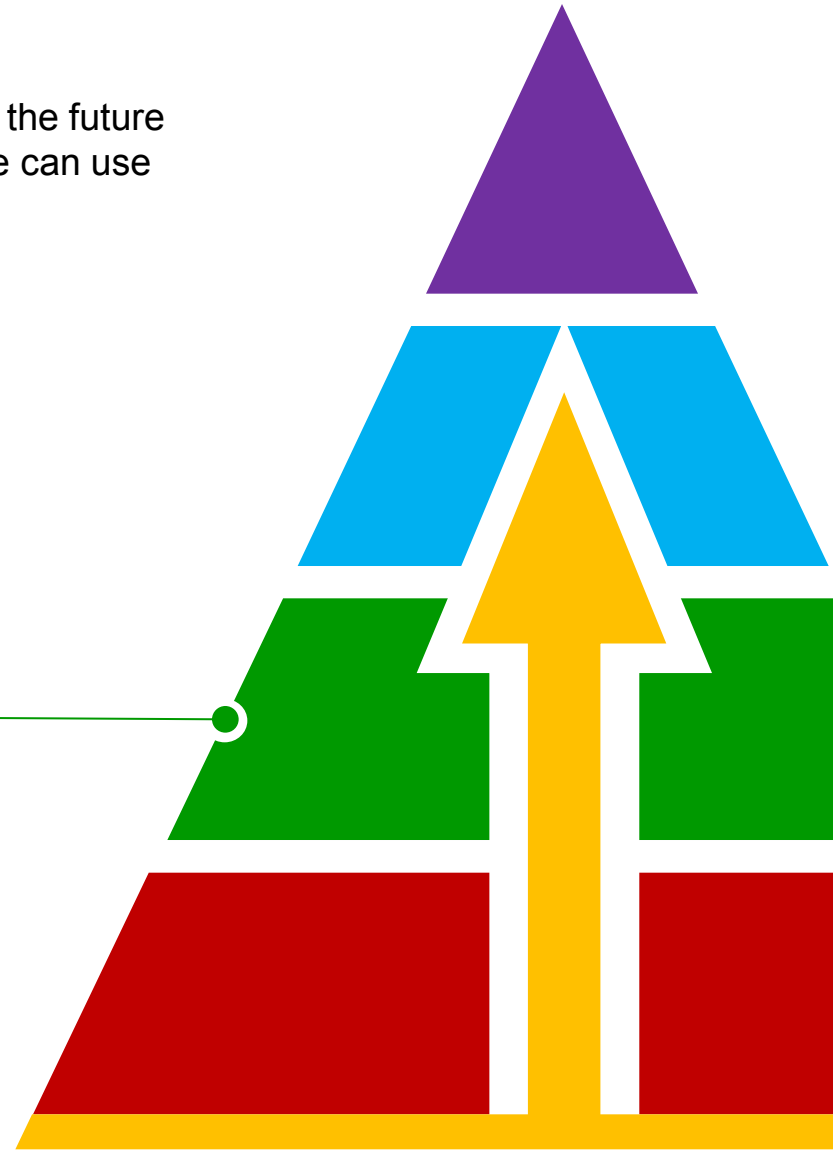
Our values and behaviours
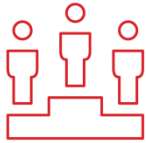
We put citizens first
We are empathetic and respectful in everything we do

We are true to our word
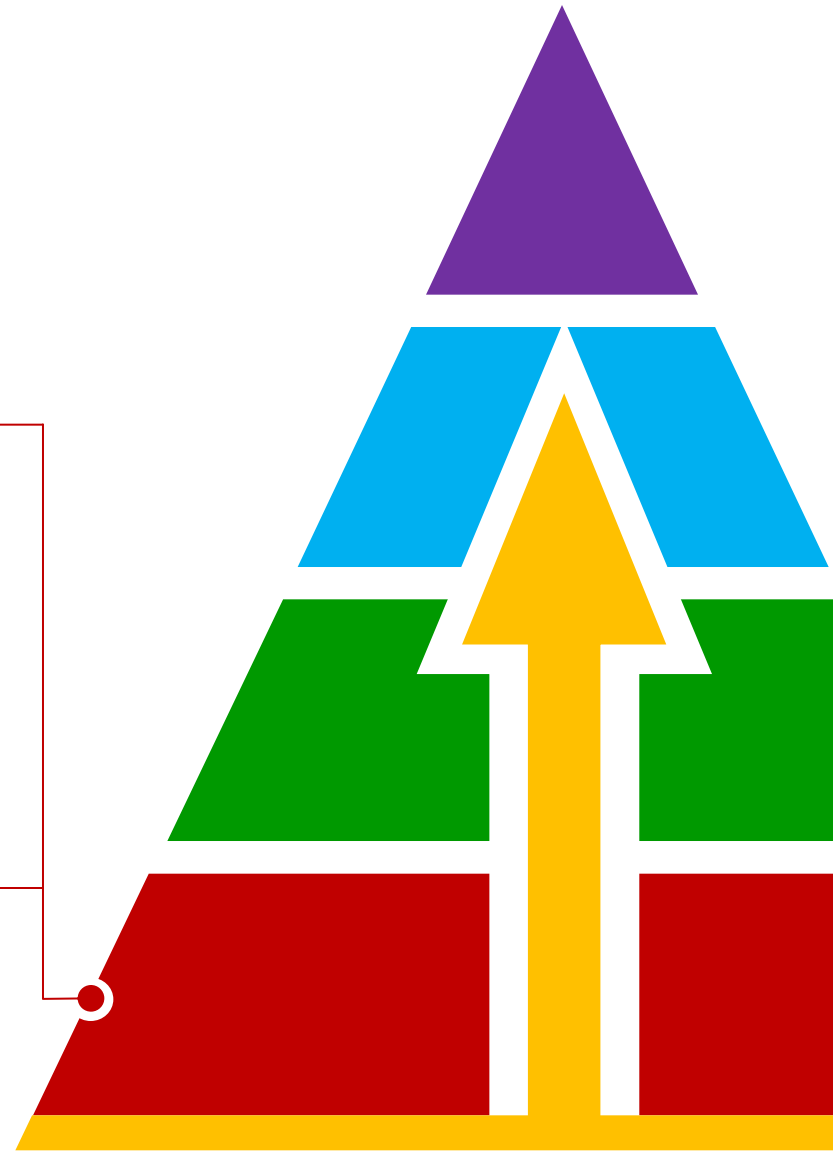We make promises and we keep them

We act courageously
We lead, we manage and we tackle the difficult issues everyday, every one of us
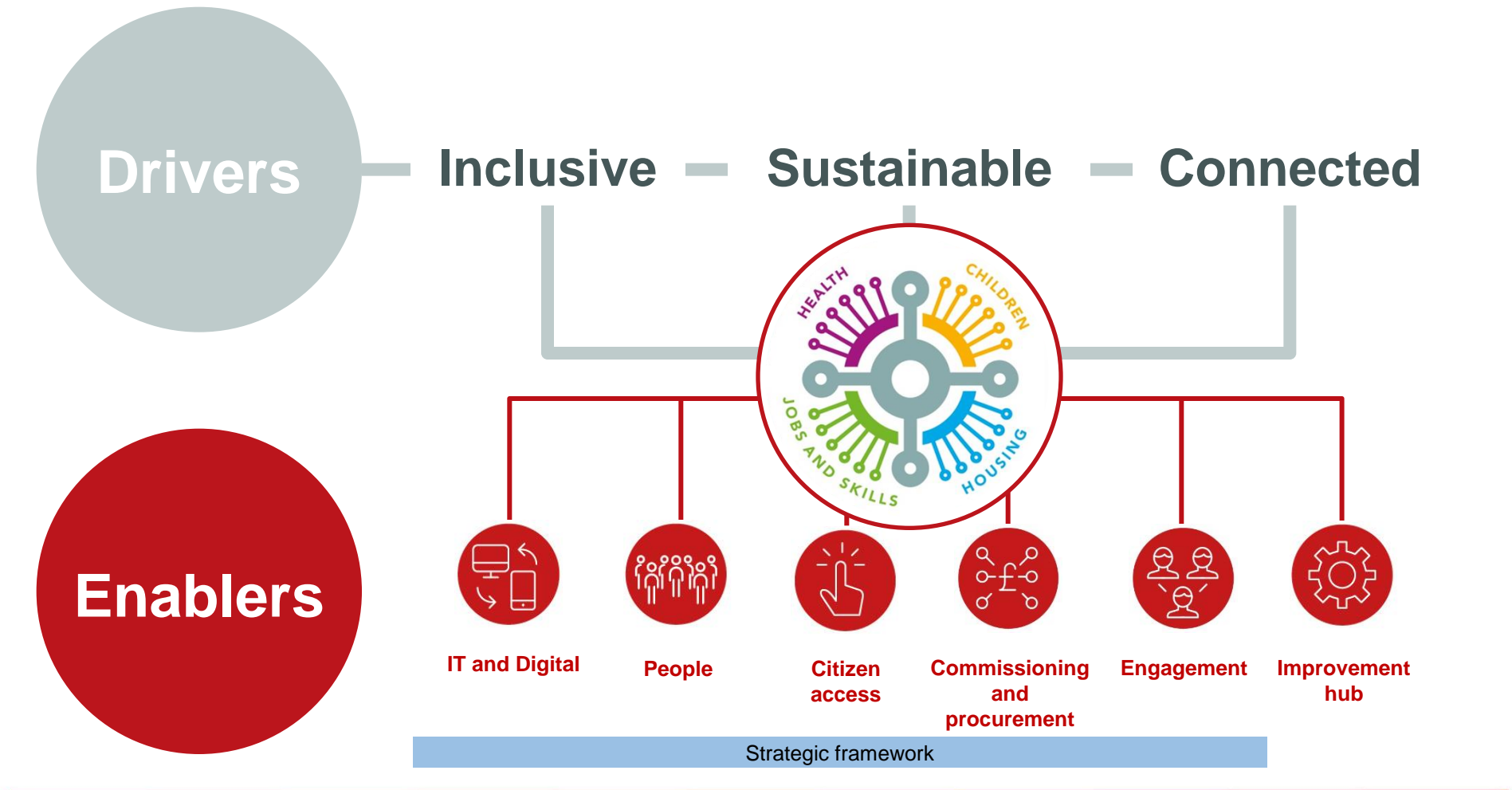
We achieve excellence
We strive to get things right first time, every time

MAKE A POSITIVE **DIFFERENCE EVERY DAY** TO PEOPLE'S LIVES

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Creating the council of the future: phase 2

HOW DO WE GET THERE?

We need to ensure that the drivers of change and priorities are linked to the enablers of change

Drivers

Inclusive — Sustainable — Connected

Enablers

IT and Digital

People

Citizen access

Commissioning and procurement

Engagement

Improvement hub

Strategic framework

Birmingham City Council

The approach to delivering change
Creation of an improvement hub

To ensure that the next phase of the future council is built into everything we do, an improvement hub will be set up to provide the support and capacity to managers and staff to implement the changes they need to create the council of the future. We know the ideas and creativity exist in the organisation, but we also need to provide the capacity to help make it happen.

Change Academy

A central point that will provide managers, key staff and future leaders with the skills, techniques and tools they need to deliver change.

This will include lean methodologies, demand management techniques, core management and leadership skills and innovative change tools.

Improvement Team

A dedicated team of change and improvement practitioners who will work with every service in Birmingham City Council over the next three years to provide capacity and support to managers to make creative service delivery changes they need to deliver the council of the future.

The team will support managers to identify future leaders and provide opportunities for these individuals to be involved in supporting the change as well as accessing the Change Academy.

Innovation Lab

A dedicated space for services, citizens or councillors to refer in whole systems that require redesign.

This space will enable true blue sky thinking to take place, rather than thinking of changes in isolation it provides space and opportunity to redesign services from 'scratch' and provides staff with the opportunity to test innovative solutions.

Ideas Forum

We have identified a small pot of money to offer to staff to pitch for if they have new and innovative ideas that have been difficult to get off the ground due to capacity or budgetary consent.
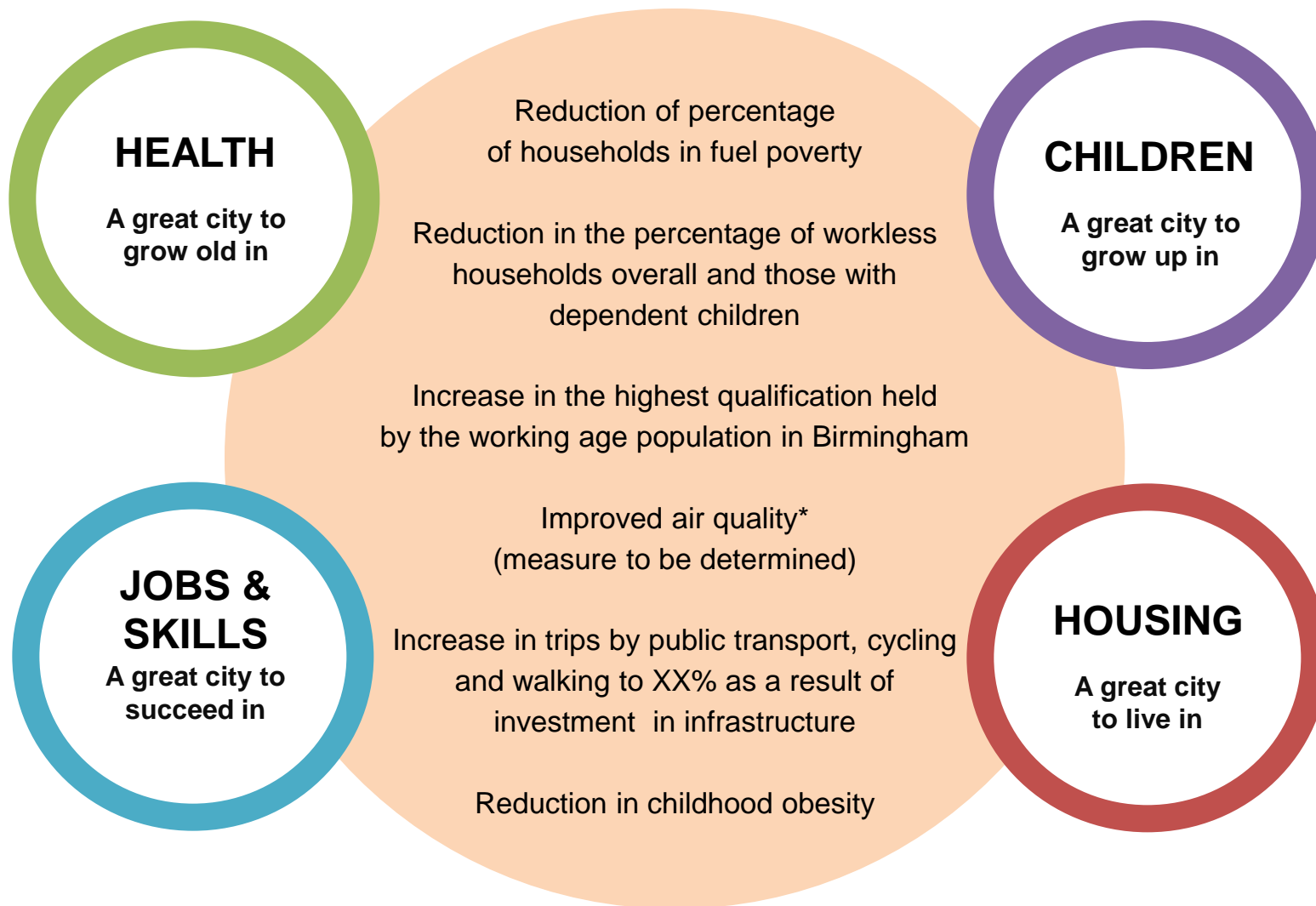
There will be a restriction on the amount individuals can bid for.

We had some success with a similar initiative a few years ago and we'd like to bring it back to show how much value front line ideas can give to the workforce and the organisation.

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Creating the council of the future

HOW WILL WE KNOW WHEN WE GET THERE?

… and what will be different as a result

HEALTH

A great city to grow old in

CHILDREN

A great city to grow up in

JOBS & SKILLS

A great city to succeed in

HOUSING

A great city to live in

Reduction of percentage of households in fuel poverty

Reduction in the percentage of workless households overall and those with dependent children

Increase in the highest qualification held by the working age population in Birmingham

Improved air quality* (measure to be determined)

Increase in trips by public transport, cycling and walking to XX% as a result of investment in infrastructure

Reduction in childhood obesity

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How do we know we are on track?

A corporate programme management office (PMO) is being established to:

Enable the Corporate Leadership Team (CLT) to manage the Council of the Future programme effectively. It will focus on leading and managing:

1 Key change activity that will enable the Council to deliver its objectives as set out in the Council Business Plan
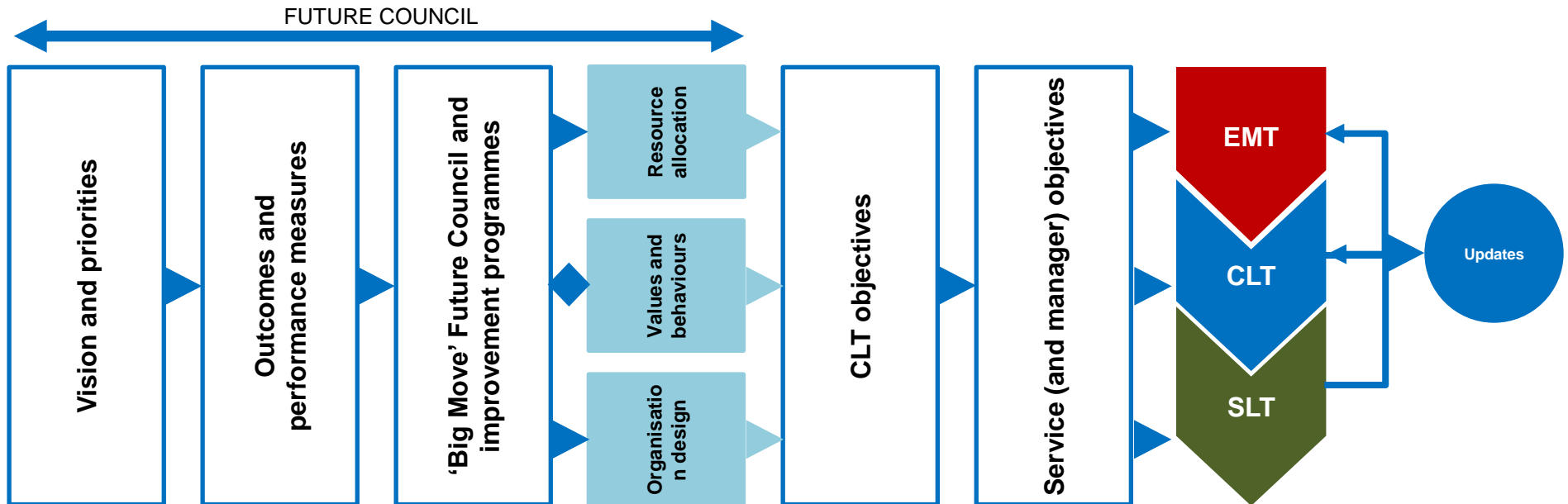
2 The key outcomes and benefits being achieved by the change activity (financial and non-financial)

3 High level risks and issues that could substantially impact on the organisations ability to achieve its objectives or are provide a strategic or reputational threat to Birmingham City Council.

Performance management framework

FUTURE COUNCIL

Vision and priorities → Outcomes and performance measures → 'Big Move' Future Council and improvement programmes → Resource allocation / Values and behaviours / Organisation design → CLT objectives → Service (and manager) objectives → EMT / CLT / SLT → Updates

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Thank you

For making a positive difference everyday to people's lives.

Any comments or queries you can email: future.council@birmingham.gov.uk
Or you can join the conversation on Yammer - search for **Future Council**

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PROGRAMME TRANSITION REPORT

FUTURE COUNCIL PHASE 1 CLOSE DOWN AND TRANSITION TO *FUTURE COUNCIL* PHASE 2

OVERARCHING *FUTURE COUNCIL* PROGRAMME REPORT

Purpose

1. To create an overarching close down report for phase 1 of the Future Council programme that includes highlights from the detailed sub programme close down reports: Local Leadership, One Team, Council Operating Model, Outward Looking Partnerships and Integrated Support Services.
2. To report key outputs and impacts/outcomes secured in Future Council phase 1 and consider if further action is required to ensure sustainability.
3. To identify key outputs and impacts/outcomes that should transition to Future Council phase 2.
4. To ensure any outstanding risks and issues not resolved by the programme are reported and, where appropriate, allocated a responsible owner.
5. To set out any other relevant post programme tasks.

Programme Information and Approval

Name	Programme/Organization Role	Signed	Date
Mark Rogers	Sponsor		
Sarah Homer/Angela Probert	Programme Director		
Gill Connolly	Future Council Programme Manager		

Programme Closure Report - Version Control

Version	Date	Author	Change Description
0.1	03.06.16	Gill Connolly	-
0.2	08.06.16	Gill Connolly	Added final risks and issues and feedback from sub programme managers. Added Products handover table. Added appendices relating to Economy Dir

			partnerships review examples.
0.3	13.06.16	Gill Connolly	Accepted formatting changes, added vfm narrative for ISS, changes as a result of feedback from Angela Probert, completed drafting of the report.
0.4	18.06.16	Angela Probert	Redrafting of report and move of supporting information to appendices.
0.5	19.06.16	Angela Probert	Text and format tidying up.
0.6	19.06.16	Mark Rogers	Input additional comments
0.7	26.06.16	Jag Mankoo	Final tidy up

Contents

5.   Lessons learned log

6.   Post programme and sub programme tasks

7.   Example of Demand Management pipe line

8.   Example of Partnership mapping

9.   Financial resource allocation for delivery of budget decisions

1 Programme Transition Summary

1.1 Recommendations

1.1.1 To agree the close down / transition report and confirm the hand over arrangements to *Future Council* phase 2.

1.1.2 To commit to and ensure, *as appropriate*, that the outcomes identified at the outset of the Future Council programme in June 2015, and set out in paragraph 1.2, remain the key focus for the next phase of *Future Council*.

1.1.3 To note the outstanding actions set out in paragraph 1.3 and Appendix 1 and ensure, *as appropriate,* that these are built in to *Future Council* phase 2.

1.1.4 To note issues and risks set out in paragraph 3.2 and 3.3, Appendices 3 and 4, and ensure, *as appropriate,* that mitigating actions are undertaken as part of *Future Council* phase 2.

1.1.5 To establish appropriate and effective governance at a political and officer level for the next phase of *Future Council* as part of the overall performance management framework.

1.1.6 To agree that a further report is brought back in August 2016 that sets out the scope, activity and governance arrangements for *Future Council* phase 2 in line with the overarching agreed *Future Council* outcomes.

1.2 Programme Overview

1.2.1 This report covers the first 13 months of Birmingham City Council's desire to create the 'council of the future', which in its first phase has been encapsulated within the *Future Council* programme. This is phase 1, with further work being undertaken to establish further phases of delivery towards year 5 (2020).

1.2.2 On 29th June 2015 Cabinet agreed the Future Council approach and the aims and broad scope for each of its five sub programmes. The basis for the Cabinet report was the *Future Council* Programme Definition document from April 2015.

1.2.3 The *Future Council* programme definition document (PDD) stated:

Future Council **programme vision:** The programme will be the vehicle that delivers the vision and the sustainable operating model for creating the council of the future.

Programme purpose:

- To define the vision for the council, based on its changing role from service delivery to place shaping - this will deliver positive outcomes for citizens based on fairness, economic prosperity and democracy, putting local people and communities at the heart of everything we do
- To deliver the changes required in terms of workforce, organisation and infrastructure
- To achieve a financially sustainable and resilient operating model
- To create an agile and adaptive organisation, better equipped to tackle future change and drive innovation

This report measures delivery for the first 13 months against this overall vision and identified outcomes between the period June 2015 and June 2016.

Programme structure:

The programme structure comprises a central 'Whole Council' element which forms the foundation for 5 sub-programmes, namely:

- Council Operating Model,
- Political Governance,
- Integrated Support Services,
- Forward the Birmingham Way (workforce strategy)
- Outward Looking Partnerships.

The need for the 'whole council' component at that time was significantly driven by a combination of the three improvement agendas overseen by Lord Norman Warner, Sir Mike Tomlinson and Sir (now Lord) Bob Kerslake, as well as the identified financial challenge. As importantly, the 'whole council' component also set out the 'Prerequisites of the vision, purpose, values and design principles of the council of the future.'

Each sub programme was articulated in more detail and this structure forms the basis for the progress reporting made within the first 12 months against the original stated outcomes and what still has to be delivered.

1.3   Programme – Outcomes, delivery highlights, activity still to be delivered

The timescale of the overall programme to deliver identified outcomes was 2015 – 2020.The DCLG bid included some overall programme expectations around pace of delivery, as well as increased expertise and capacity to deliver.

The PDD stated the programme approach as:
- One programme approach with a clear common purpose and vision.
- Strong governance across the whole programme to minimise risk and enable better strategic alignment
- Co-ordinated benefits management across financial, non-financial and people focused benefits
- Consistent pathway for programme delivery

Outcomes for the sub-programme themes set out below as part of the PDD were:

Council Operating Model
- More effective ways of working
- Alignment between our outcomes and financial envelope
- Operating within the five year financial view for 2020/21
- Linkage from our organisation vision down to our everyday actions
- Creating an environment where we get the best performance from all

Political Governance / Local Leadership
- Clarity on the district and committee functions and a timetable to implement changes
- Active participation in the Boundary Commission Review
- Planning assumptions based on the outcome of the Boundary Commission Review
- Clarity on roles and responsibilities of members at city and locality levels

Integrated Support Services
- Corporate services that align with the Council's direction and strategic priorities
- Professional integrated services that help officers to do their jobs
- Customer-centric services leading to increased customer satisfaction
- Increased take up and use of self service
- Services provided by the right people in the right way and the right time
- More enquiries responded to at the first point of contact
- ICT as a business enabler not a barrier
- Consistent professional advice
- Embedded Business Change capability with common project and programme tools

- Financial savings

Forward the Birmingham Way (subsequently renamed One Team)
- A motivated workforce putting citizens' first and meeting their needs
- We – officers and members - demonstrate our values and behaviours and perform well
- We attract, retain & develop employees with high potential
- Managers recognise good work, manage courageously and fairly
- Fit for future - the right people doing the right things in the right way
- Our leaders enable innovation and empower employees
- We are inclusive, flexible and focused on key priorities
- We are all clear on our roles and responsibilities
- We lead change effectively, focused on improvement for citizens

Outward looking partnerships
- An effective partnership network in place that drives delivery of a shared vision
- Delivery of the shared vision
- Our partners and communities see us as approachable and easy to engage with
- The skills and employment partnership vehicle has made a positive impact

The scope of activity, outputs and activity delivered across the *Future Council* in phase 1 (June 2015 – 2016) and outstanding activity to be taken forward to phase 2 of *Future Council* is set out in Appendix 1.

Delivery highlights include:

Whole Council
- A new CLT structure and additional senior capacity in place
- Agreement on the organisation's values and behaviours
- A working city council: purpose; vision, priorities and outcomes framework (drawn *pro tem* from the Leader's Policy Statement)
- First generation Design Principles

Operating model
- An initial set of design principles (see above), agreed through CLT and EMT
- The introduction and initial exploration of the idea of demand analysis into new programmes of work designed to shape input into the budget.
- A 5 year council business plan, agreed budget and assurance that plans were in place or under development.
- Viable programmes, with sufficient delivery resources.
- A strengthened performance management framework linked directly to the 2020 vision.

Political governance / local leadership
- Instigation and election of Sutton Coldfield Town Council
- Constitutional changes and the removal of delegations for local service from District Committees
- A policy shift from a governance-led model of local leadership to one characterised by a focus on enabling community activism
- A member development programme and Member Portal

Integrated Support Services
- An 'in principle' operating model agreed
- Created 3 business cases – optimum (£7.7m with stretch to £10m), phase 1 (annual saving of £5.8m by 2018) and phase 2 (potential additional £6.5m if wider scope)
- Created an overall model for delivery from Heads of Service inputs and ownership (aimed for 30% saving)

Forward the Birmingham Way (One Team)
- My Appraisal developed and implemented as an alternative to the old PDD process.
- New values and behaviours Identified and agreed through significant engagement activity; and the 'I'm In' campaign used to promulgate them.
- 360 degree review work initiated with all senior officers and most members.
- A revised staff survey and action plan developed.
- The Children's Safeguarding improvement plan supported with increasing effectiveness

Outward looking partnerships
- Supported the development and launch of Birmingham Partners
- Collected and shared comprehensive feedback from conversations with partners.
- Examples, case studies and self-assessment methodology for good partnership working researched.
- Internal partnership mapping and reviews completed for the Economy Directorate and in the process of completion for other Directorates

1.4   Programme Transition to Phase 2 – rationale

The *Future Council* programme had year one activity mapped out in the main until June 2016, when the existing secondees from the organisation were to return to their substantive posts.

A review of activity 'into 2016/17' started in February 2016. The review continued until May 2016, when the need for a next phase of *Future Council* activity and a supporting budget were agreed by the Strategic Directors for Change and Support Services and

Legal and Finance. The majority of activity that had not been completed by June 2016 has either been adopted as business as usual, within clear business objectives and ownership by identified senior officers identified in paragraph 1.3, and Appendix 1, or will be built into the *Future Council* phase 2.

Outcomes identified at the outset of the *Future Council* programme in June 2015 will, where they continue to be appropriate, remain the key focus in the next phase of *Future Council* and be linked to the overarching vision and priorities outcomes for the Council currently being revisited and refreshed through EMT, cross-party and wider partner engagement, and will form a key element of the *Future Council* phase 2.

Effective governance and engagement arrangements will be established as part of phase 2 development to address learning from phase 1, as set out in paragraph 3.6 to ensure the pace of delivery against the programme plan is adhered to and the strategic leadership team owns the outcomes and delivery plans.

2   Performance

2.1   Review of the Programme definition document (PDD) and Programme Objetives

The original programme definition document set out that the first 12 months (up to March 2016) would form the initial phase of the programme and would begin a process of securing the key foundations, including a new strategic planning framework, new workforce strategy and the re-design of support services.

Subsequent phases would then form the main implementation period of changes designed in the first year of the programme. There has been one Future Council programme overarching approach to programme and performance management.

The initial approach was developed in conjunction with external advisors, relevant internal expertise and support from the programme team (secondees). As a result of the decision to ensure a robust internal recruitment process, and the challenge of doing this for the first time, the Future Council Programme Team delivered the programme from June 2015.

The programme governance was thoroughly thought through and has generally operated well. Important positive features were:
- A review creating a Future Council Programme Board that included the senior responsible officers (SROs) for each sub programme.
- SROs who were also senior officers of the council. This created a positive wider view, more challenge and collective ownership.
- A Future Council programme board fortnightly had a highlight report that outlined risks and issues for mitigation.

- Sub programme boards that included Directorate Representatives (adding directorate views and taking responsibility for some of the work).

Appendix 1 sets out original outcomes, scope of programme, deliverables and outstanding actions for each sub programme.

2.2   Deliverables Performance

Overall deliverables against the Future Council programme outcomes are set out in paragraph 1.3. A key element that informed the outcomes, scope and activities of the Future Council programme were the recommendations set out in the Kerslake report, including 134 actions.

These recommendations have been systematically monitored via the Future Council programme from September 2015.

To date 109 of the 134 actions have been delivered. The actions that have not yet been completed are set out in Appendix 2.
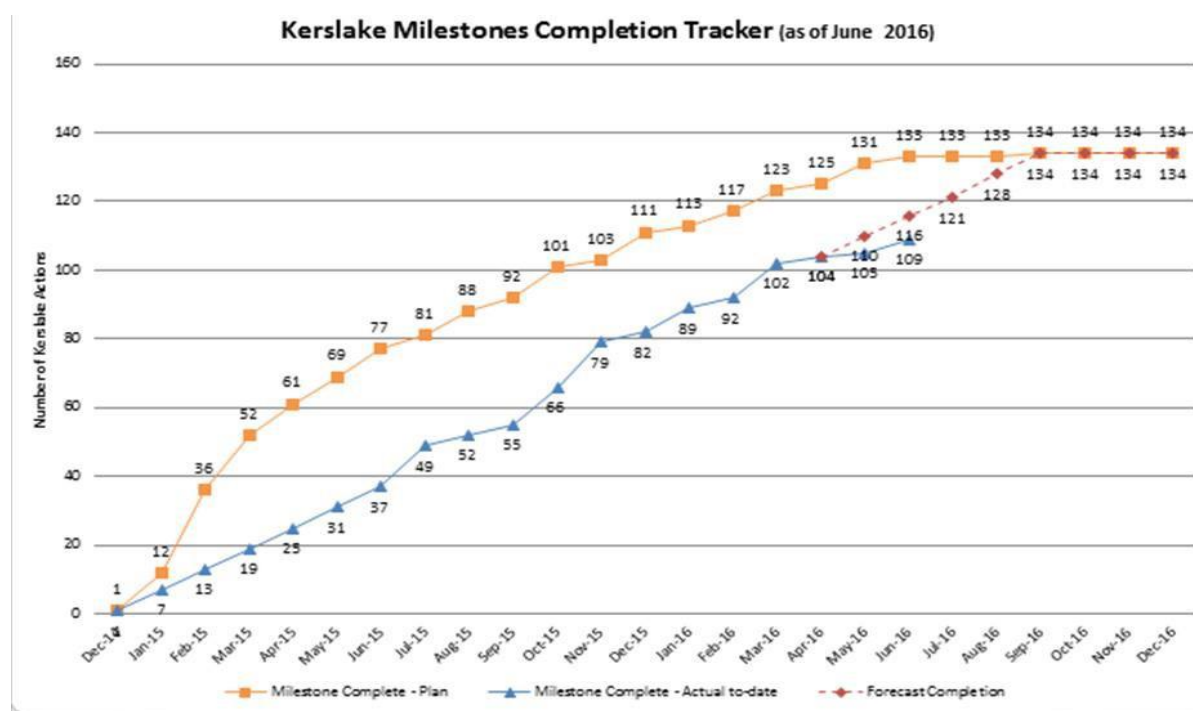
2.3   Benefits Realisation

Detailed (both cashable and non-cashable) benefits are identified for each sub programme in Appendix 1, although it should be noted that this discipline is yet to reach full maturity and will be addressed within Future Council phase 2. In the main, non-cashable benefits were delivered from the programme, with the exception of ISS and

other newer big programmes of work that have emerged from the demand management work into the Business Plan and Budget 2016+.

3 Programme Transition Tasks

3.1 Resource Management
City Council Contribution – Council Resources Redirected
The City Council redirected resources (estimated to be £3.8m) to the Future Council programme through a combination of approaches to ensure that internal skill levels could be improved. The estimate was made up of:

- Staff seconded on a full time basis to the Future Council Programme
- Staff who retained their day jobs, but were required to contribute a proportion of their time to assist in design, development and/or implementation of new ideas and approaches

The team seconded to the Future Council programme was recruited from across all areas of the Council. The net cost of the team was estimated to be £0.8m. Staff also assisted in the development and design of the Future Council through their normal day to day working. It is estimate that a further £3.0m of staff time was provided in this way.

Additional Funding - £4.4m CLG Grant
Additional funding received from DCLG in order to deliver the programme was grouped into two main categories:
- Recruitment of additional staff to fill seconded vacancies
- Recruitment of external expertise to assist with the identification and implementation of the changes required. This was used to ensure that:
    - The council had the strategic capacity to implement and embed the changes required by the organisation, in particular around support services and culture change.
    - External expertise was available to design and implement demand management approaches to planning the future council.
    - External facilitators were available to help ensure that a new culture is entrenched within the Council.
    - Far greater capacity is available to ensure that communication and engagement, both internally and externally, are made at the right times and to the correct audience.
    - Additional capacity was made available to develop partnerships in local communities.

In 2016/17 there has been significant additional resource made available as part of the 2016/17 budget setting process as follows:

	£m
Future Council Programme	3.0
Implementation Improvement Expenditure	7.0
Resource to deliver savings	6.3
Pressures	0.5
Total	16.8

This level of resource amounts to approximately (% tbc) of the city council's total revenue budget.

£13.8m has been made available and allocated to programmes of activity to deliver identified improvement and budget related activity identified as part of the Business Plan and Budget for 2016-2020 and through the transition process into phase 2 of Future Council will be aligned to support the small number of 'big moves'. The senior responsible officer for each programme has been provided the resources required to deliver.

The remaining £3.0m will be used to build on the work of the first year of the programme by:
- Maintaining the additional strategic capacity of the organisation
- Developing an Improvement Hub which inter alia will incorporate the demand analysis capability development programme and the roll out of the Lean Academy.
- Establishing a corporate Programme Management Office
- Creating additional resource for organisational development, and
- Additional resource for partnership working

The internal programme team will return to their substantive posts in June 2016 and the programme manager will finish at the end of June 2016. The only outstanding Future Council directly commissioned work will transfer to respective SROs and this is mainly around Health and Social Care Integration programme.

Resources to support and deliver outstanding activity were agreed by CLT in May 2016 and are set out in Appendix 9. Robust governance arrangements will be part of the overall integrated strategic performance management arrangements agreed (and in place) at the Corporate Leadership Team, Departmental Management Teams and Extended Management Team.

A corporate performance management office (PMO) is currently being established to work closely with directorate PMOs to ensure corporate oversight of, and support for a professional and robust approach to performance management and specifically delivery against Future Council outcomes.

Value for Money

Paragraph 3.1 sets out the financial investment made in the Future Council programme and how this has been used to date.

As the return on investment made will not be fully realised in Phase, benefits realisation in the future phases of Future Council will be mapped out and agreed as part of the transition plan over the summer.

The only element of phase 1 that had an explicit financial benefit was the Integrated Support Services sub programme. There was a combination of resource used, including a small number of council secondees, as well as resource from Service Birmingham and Capita. Service Birmingham provided a sub programme manager (without charge) and initially two specialists to advise and support the production of ISS design principles and options for improvement. The total cost of this phase of the ISS process was £0.340m.

Cabinet agreed to the development of two elements of work – a business case for integrated support services and further exploration of opportunities around insight, data and intelligence. It was agreed in December 2015 that £0.580m be made available for phase 2 of ISS (of which £97,000 was for the insight work). £0.290m was spent in 2016/16 with the remaining £0.290m available in 2016/17 to continue with the detailed design work. A further £0.257 has been made available in 2016/17 to undertake the Lean review work required along with a further £122,000 to develop the phase 1 business case into deliverable plans and at which stage the Heads of Service will take over delivery.

This is a total spend of in the region of £1.389m (including more internally seconded staff) once spent. In addition, the investment required to deliver the savings will be in the region of £2.4m (including ICT implementation) with an annual ongoing IT cost of £0.3m. the Heads of Service proposals for phase 1 will deliver £4.9m by the end of 2016/17, rising to £5.8m by 2018.

3.2   Issue Management

Detailed work around the outstanding risks and issues has been undertaken at each sub programme board as part of the transition work. The outstanding programme issues and mitigating actions are included in Appendices 3 and 4.

The programme manager has flagged the following sub programme issues as being 'significant'.

Integrated Support Services

- The potential financial and 'integration' benefits of ISS have been reduced.

Operating Model

- The operating model design work has been rescheduled to take into account the Leader's new vision for the council in Summer 2016. Design principles adopted and contained in the Business Plan 2016 will be reviewed to ensure they are fit for purpose and enable the council reflect the changing environment, whilst keeping a focus on priority outcomes

Partnerships

- The review work that is mapping our existing internal partnerships (to allow us to determine if they are effective and cost efficient) is currently being re-profiled to ensure we have a fit for purpose and relevant approach going forward.

A key recommendation is that CLT will consider these issues and ensure appropriate mitigating action is taken.

3.3 Risk Management

The Programme Manager has identified the following risks as being 'significant':

Community planning and local partnership working

- The current approach to community planning in districts requires a level ofresource that BCC is not likely to be able to sustain in future, with an attendant need to manage political and partner expectations. A new approach to community planning may need to be developed.

Embedding 'good' partnership behaviour

- New initiatives and partnership working are being developed in the "right way" and the direction set by the leadership is well received by partners. The new approach to partnerships has not necessarily been embedded throughout the organisations so more targeted work using OD insight is recommended.

Demand management pipeline – converting ideas to programmes of change

- New ideas for demand shift, arising from demand analysis activities, need a clearer 'support and challenge' structure and development programme to ensure that, in the future, they are systematically worked up into change programmes. Any demand shift is likely to generate future savings and so will contribute to future budgets. Unless then council addresses the need for this stronger approach, it will not have the internal capability or capacity to convert the ideas.

Overall savings target for support services, finance and legal

- If the original target of £20m (made up of stated savings attached to the Future Council programme and other budget decisions) across support services, finance and legal cannot be achieved there will need to be more radical proposals.

A key recommendation is that CLT considers these risks and ensure appropriate mitigating action is taken. The outstanding programme risks and mitigating actions are included in Appendix 4

3.4 Quality Management

The programme approach worked well in most regards.
- There was one programme methodology, one programme office and programme management arrangements. Basic programme management, good practice was adhered to with sub programme highlight reporting and especially risk and issue mitigation.
- Although a little slow initially, the programme capacity requirements were identified and managed with.
- Secondees moving to deliver priorities.
- A good working relationship between the programme and services, for example, the programme worked closely with Financial Strategy and Business Planning to support the Business plan and budget 2016+ development.
- Commissioning and managing external expertise as required.
- A programme management approach and toolkit was developed and worked well throughout the year, giving the right balance of assurance and risk mitigation.
- The Future Council budget was well managed with the support of directorate finance colleagues. This was especially important to allow 'draw down' and demonstrate the best use of the DCLG grant.

All key products that have already been delivered have been debated through the sub programme boards and, as appropriate, have also been reviewed by the *Future Council* Programme Board for approval.

In line with observations from the Independent Improvement Panel, less focus was given to the Kerslake tracker at CLT meetings in the later part of phase 1 and focus given to how embedded the key deliverables and outcomes of the Future Council programme were across the Council - e.g. Values and Behaviours.

In March 2016 CLT agreed that the Future Council programme reporting become integrated into the agenda of new monthly CLT Performance Board. Sub-Themes Boards have still been in operation and the overall monitoring by the CLT Performance Board is led by the Strategic Director for Change and Integrated Support Services.

Councillors had a lighter touch with this programme in comparison with previous work, such as the Service Reviews. The role of Link Member (to the sub programmes) was established. Whilst different Cabinet Members took different approaches to their link role, a real success was the work undertaken by the SRO and Link Members for the Council Operating Model sub programme which, ultimately, led to the 2020 vision statement debated at full council in December 2015. Where then link role was less successful was in ensuring that Cabinet as whole was kept briefed about about progress across the programme. It has already been agreed that a different approach will be take to Cabinet - and cross-party - engagement in phase 2.

The Deputy Leader was routinely briefed about the programme and for a trial period of approximately two months the Future Council highlight report was tabled at Leader's Briefing. There were also a small number of cross-party leader updates, which created a useful opportunity to update all parties. A task and finish group, established under the Corporate Resources Scrutiny Committee was established and met 4 times.

3.5   Communications Management

From the outset of the programme there was recognition that there needed to be a consistent and proactive approach to communications and engagement – important learning from the Business Transformation programme (which closed in 2013).

Initially staff were seconded from the Corporate Communications Team – later complemented by secondees from around the organization. This approach provided a good balance of skills and experience from around the organization and allowed the team to trial a number of different approaches to communicating the messages of the programme e.g. use of marketplace events and Yammer to encourage discussion around the work of the programme.

And as a measure of success for this approach overall 'awareness of the future council programme' (as measured through the staff survey) and 'awareness of the values and behaviours' was above 80%.

However the team was less effective at being able to explain to individual members of staff what change (the future council programme) meant to them or establish confidence that change would be sustained.

The next phase of Future Council will use the learning set out above to ensure pace of delivery and ownership across the council at all political and officer levels.

3.6   Key Findings from Lessons Learned

The lessons learned log is attached as Appendix 5 and sets out learning and actions required relating to:
- Governance and decision making

- Member engagement
- Converting ideas into effective delivery

3.7 Post programme tasks

Post action monitoring for the overall programme and individual sub programmes is attached as Appendix 3. The key actions identified are set out below:

Kerslake action monitoring
- Kerslake actions reporting mechanism and tracking spread sheet

Future Council Evaluation Framework
- The framework was developed to identify the long-term impact of the future council changes. It is designed to give a long-term measure of behaviour change, as measured through staff, members, partners and communities. Signed off by FCPB in September 2015.

Future Council budget
- The £10m future council budget for 2016/17 includes the support being given to the SROs of the 'big moves' programmes, as well as resource for further OD work.

Programme management office handbook
- A new approach to programme office management was developed as part of the instigation of the *Future Council* programme. A way of working and handbook exist that should form the basis of any future programme management office work. The early work was shared and developed latterly in conjunction with the People Directorate PMO.

Sub programme close down reports
- Each sub programme, with its sub programme board (in most instances), has reviewed activity and produced a close down report. These include more detail and links to all the relevant documents.

Angela Probert
Strategic Director, Change and Support Services
20 June 2016

APPENDICES

Future Council Outcomes and outstanding deliverables		
Overall outcomes and scope for the 5 years of the overall programme (from the PDD)	**Outputs and activity delivered in phase 1** **(as at June 2016)**	**Outputs and activity still to be delivered**
Overall programme delivery		
The DCLG bid included some overall programme expectations around pace of delivery, as well as increased expertise and capacity to deliver.	The council created increased senior capacity, including: • A new CLT structure • A new view about ICT in the organisation • Enhanced communications • A new and focused HR (including OD) service	See below
Council Operating Model		
Stated key outcomes: • More effective ways of working • Alignment between our outcomes and financial envelope • Operating within the five year financial view for	Input from across the council has delivered • A set of design principles, agreed through CLT and EMT • The 2020 Vision derived from work with Link	A revised vision that takes account of the policy priorities of the new Administration. A demand management pipeline to convert new ideas into programmes for new service delivery. A council-wide operating model, articulated purpose and refreshed

2020/21	Members (Cabinet) and EMT collectively.	design principles.
• Linkage from our organisation vision down to our everyday actions	• Used demand management as the service delivery model of choice; creating some change in thinking.	The capacity to move from the current operating model to the new one, including the development of systems and processes, tools and enabling strategies.
• Creating an environment where we get the best *performance from all* *Scope/Activity:* • *New operating structure* • *A 5 year council plan* • *Service delivery models* • *A corporate planning framework* • *A performance management framework*	• The exploration of demand management ideas into new programmes of work designed to manage demand and input into the budget.	Further detail can be found at 3.7
	• A 5 year council business plan and balanced budget and assurance that plans were in place.	
	• Viable programmes, with sufficient delivery resources.	
	• Facilitated the development of enhanced budget monitoring arrangements, incorporated into CLT Performance Board.	
	• Service, financial and wider programme performance is discussed at the same	

	time.	
	• A strengthened performance management framework links directly to the 2020 vision.	
	• Commissioned the facilitated support to help design the council-wide operating model.	

Political Governance/Local Leadership		
Key outcomes: • Clarity on the district and committee functions and a timetable to implement changes • Active participation in the Boundary Commission Review • Planning assumptions are based on the outcome of the Boundary Commission Review • Clarity on roles and responsibilities of members at city and locality levels • Scope/Activity: • Devolution and local governance - to create effective and efficient governance, including overview and scrutiny	Input from across the council has delivered • Constitutional changes and the removal of delegations for local service from District Committees • Changes to executive and scrutiny arrangements • Guidance and workshops on new constitution and neighbourhood challenge • A member development programme and Member Portal • A co-production toolkit commissioned from the Chamberlain Forum • Instigation and election of	Still to be delivered are: • A Local Innovation Fund options paper • The community planning evaluation report • The Community Planning toolkit and guidance • University evaluation of Erdington district • Constitutional changes as a result of the changes to the Administration. • Changes as a result of the Boundary Commission • Further 'emparishment' pipeline development Further detail can be found in 3.7

• Relationship between elected members and their local communities – to clarify the community leadership role of elected councillors and others, and how people and organisations can work in partnership in local places • Electoral cycle and Boundary Commission review - providing proactive and constructive input to the process	Sutton Coldfield Town Council	

Integrated Support Services

Key outcomes: • Corporate services that align with the Councils direction and strategic priorities • Professional integrated services that help officers to do their jobs • Customer centric services leading to increased customer satisfaction • Increased take up and use of self service • Services provided by the right people in the right way and the right time • More enquiries responded to at the first point of contact • ICT as a business enabler not a barrier	Input from across support services has resulted in: • An increase from the original scoped savings to the requirement for an overall revenue savings aim of £20m (across support services but not necessarily delivered via the ISS programme) and ironed out the financial 'double count' • Created 3 business cases – optimum (£7.7m with stretch to £10m), phase 1 (annual saving of £5.8m by 2018) and phase 2 (potential additional £6.5m if wider scope) • Created an overall model for	Still to be delivered: • Convert the phase 1 and phase 2 business cases into programmes, plans and delivery. • Additional activity to close the financial gap. • Further work to increase integration. • Establishment of the Lean Academy as part of the Improvement Hub that will prioritise work for ISS to support the efficiency changes needed (£200,000 provided for 16/17 to undertake this). • Continue to develop the work around Insight and ensure that it links to information management and the ICT and D strategy development.

• Consistent professional advice • Embedded Business Change capability with a common projects and programme tools • Financial savings The scope will include the existing functions: • Commissioning and Procurement including Contract Management • Human Resources and Organisation Development • Customer Services including the Contact Centre and Revenues and Benefits • Corporate Strategy and Policy • Corporate Performance Management • Communications and PR • Business Change • ICT, Finance, Legal and Property	delivery from Heads of Service inputs and ownership (aimed for 30% saving) • Established a Lean Academy approach and Lean successes in Benefits and ICT SLAM • Instigated work around Insight	

Forward the Birmingham Way/One Team

Key outcomes: • *A motivated workforce putting citizens' first and meeting their needs* • *We – officers and members - demonstrate our values and behaviours and perform well* • *We attract, retain & develop employees with high potential*	Input from across the council and especially HR has generated: • My Appraisal was developed as an alternative to the old PDD process. A very different approach and process is now in operation and is in its second annual cycle. • New values were developed through significant engagement activity and the 'I'm In' campaign used to promulgate them.	Still to be delivered: • Continue to develop and then implement the plans relating to Culture, Capacity and Capability ('3 Cs'). • Build upon the feedback received by individuals about their 360. • Take a collective view about what the 360 work tells us to further develop our '3 Cs'

• *Managers will recognise good work, manage* courageously and fairly • Fit for future - the right people doing the right things in the right way • Our leaders enable innovation and empower employees • We are inclusive, flexible and focused on key priorities • We are all clear on our roles and responsibilities • We lead change effectively, focused on improvement for citizens The aim of this sub-programme is to create a council workforce that has "the right people doing the right things in the right way": • An engaged, high performing workforce with a citizen-focused mind set • Everyone – officers and members - demonstrates the right values and behaviours in everything • The workforce will be reshaped to be fit for the future and resized within the available budget	• 360 degree review work has been undertaken with all senior officers and most members. • A revised staff survey and action plan has been developed. • The Children's improvement plan has been supported. • A culture statement and culture journey has been developed. Three overarching priorities (for 15/16 and into 16/17) were determined at a review in November 2015 – Culture, Capacity and Capability ('3Cs'). Delivering the **Culture** – The plans include production of a statement of culture describing the ethos required to support the 2020 vision. Launch and refresh values and behaviours of the organisation embedded in the My Appraisal process. Develop a route map showing stages needed to deliver the vision mapped against the statement of culture. Running of a 2020 vision campaign using a variety of engagement methods to ensure that staff know what the council needs to look like in 2020 (operating model) and the behaviours and attitudes we expect from a role model driven workforce with positive attitudes and focused staff. Delivering **Capability** – The plans include, understanding the current capabilities of our workforce, identifying the key capabilities required within the Council for 2020, gather feedback from directorates about capability requirements, reviewing talent and succession frameworks, developing packages to build capabilities and confidence for members, managers and leaders. **Capacity** - Workforce Strategy (or wider People Strategy) – The plans include, producing a workforce strategy describing a strategy and ethos required to support the 2020 vision,	plans. • Continue to support the Children's improvement plan. • Continue to use the staff survey to reflect and drive change. • Review what is still required for the OD work this year, with a focus on behavioural change (£300,000 future council funding agreed for 16/17)

	encompassing the employment model and approach to resizing.	
• A workforce ready to lead change		

Outward Looking Partnerships

Key outcomes:	Input from partners and across the council has generated:	Still to be delivered:
• An effective partnership network in place that drives delivery of a shared vision • Delivery of the shared vision • Our partners and communities see us as approachable and easy to engage with • The skills and employment partnership vehicle has made a positive impact The scope of the sub-programme incorporates the following: **City Partnership Group** – to create a partnership group that facilitates and champions dialogue and collaboration across a network of partners **Shared vision –** to agree a shared long-term vision – ambitious for the city and our residents – reflected in the Council's priorities and corporate plan **Working as partners** – to develop stronger relationships across a network of partners and	• The launch of Birmingham Partners – network of networks, share, learn, do. • Collective, comprehensive and shared feedback from conversations with partners. • Partnership behaviours, roles and responsibilities for Members and officers • Examples, case studies and self-assessment methodology for good partnership working. • Public sector alignment and collaboration opportunities. • Starting points defined for developing a more productive relationship with VCSE sectors • Internal partnership mapping and reviews completed for the Economy Directorate and partially complete for the rest of the Directorates.	• Partnerships register and review across all directorates (Example at Appendix 2) • Partnership roles and responsibilities • Values and behaviours and competencies • VCSE sectors relationship • What good looks like work • Partnerships toolkit • Public service collaboration • Relationship Management • Statutory partnerships work • City vision and Birmingham Partners See 3.7 for more detail

create the conditions for others to progress ideas and developments that benefit the city or communities		

		Action	**Agreed Timescale**	**Forecast Date**	**Owner**	**Narrative owner**	**Status**	**Latest comments**
Outstanding Kerslake actions								
AP1	4	Arrange for the design and deliver a series of externally facilitated workshops on the application / implementation of member roles and responsibilities and interface with officers	30/06/ 2015	31/05/ 2016	CEx and Leader	Andrea Burns	In Progress - completio n slipped	There was a member induction market place on 11th May 2016 where HR talked to members about how they would like to support this year's programme. Eight newly appointed members have been contacted regarding personal development. The development workshops are being scoped for the next quarter.
AP1	5	Secure joint officer and member agreement on how to monitor and manage adherence to roles and responsibilities and communicate to all members and staff	31/07/ 2015	30/06/ 2016	CEx and Leader	Andrea Burns	In Progress - completio n slipped	The new AD Shauna Posaner is evaluating the development capability workshops, this will then allow for the next stage of how to then monitor adherence to be scoped
AP1	6	Implement monitoring and management arrangements for member and officer roles	31/07/ 2015	30/06/ 2016	CEx and Leader	Andrea Burns	In Progress - completio n slipped	The new AD Shauna Posaner is evaluating the development capability workshops, this will then allow for the next stage of how to then monitor adherence to be scoped
AP1	14	Design and conduct feasibility and impact assessment of proposed redesign of support services	30/10/ 2015	31/05/ 2016	Sponsor: SD of Change and SS, SD of Finance and Legal	Alex Burton Integrated Support Services	In Progress - completio n slipped	The ISS sub-programme has drafted a business case based on their proposed solution. Now though it has been agreed to create a new business case based on the agreed principles of the ISS design but with HoS initiatives to achieve the savings. We are proceeding with this new business case and aim to take it to CLT in on 20th June for approval
AP1	15	Review outcome of assessment and agree any changes if required (subject to financial implications)	28/02/ 2016	31/05/ 2016	Sponsor: SD of Change	Alex Burton Integrated	In Progress -	We have set up an exceptional CLT on 20th June.

					and SS, SD of Finance and Legal	Support Services	completion slipped	
AP1	16	Initiate implementation of redesigned support services	31/05/2016		Sponsor: SD of Change and SS, SD of Finance and Legal	Alex Burton Integrated Support Services	In Progress	As the core ISS team was due to roll off at the end of May have put forward a potential implementation plan however there was a risk that the programme will lose direction and savings will not be achieved. To mitigate this 4 members of the core team have been retained for another 6 weeks to bridge the gap to the next phase of the programme gaining momentum.
AP2	20	Design and implement an officer and member development programme for effective performance management	30/04/2016		SD Change and Support Services and SD Finance and Legal (was Interim Strategic Director (Change))	Emma Williamson	In Progress	There was a member induction market place on 11th May 2016 where we talked to members about how they would like to support this year's programme. We have the induction programme up and running for the first quarter.
AP3	4	Secure joint officer and member agreement on how to monitor and manage adherence to roles and communicate to all members and staff	31/03/2015	31/05/2016	SD of Change and SS	Andrea Burns	In Progress - completion slipped	The new AD Shauna Posaner is evaluating the development capability workshops, this will then allow for the next stage of how to then monitor adherence to be scoped
AP3	10	Explore proposals for strengthening HR function through joint working with legal as the starting and default position on any employee	31/08/2015	31/12/2016	Sponsor: SD of Change and SS,	Alex Burton ISS	In Progress - completio	Whether this one can be closed by the end of the year very much depends on how successful HoS have been pursuing their own initiatives independently of one another. To ensure this does

		dispute matters			SD of Finance and Legal		n slipped	happen it is recommended that a Programme Manager and Benefit Manager are appointed as a priority.
AP3	11	Develop a draft strategic workforce plan in conjunction with strategic service and financial planning process and direction for future purpose of the council	31/08/ 2015	30/04/ 2016	SD Change and SS (was Director Delivery)	Claire Ward	In Progress - completio n slipped	The workforce strategy journey has been created and sent to senior officers for feedback by end of May 2016
AP3	12	Agree strategic workforce plan - detail for 16/17 and outline for 17/18 onwards - ensuring alignment to council priorities and vision for future council	31/12/ 2015	31/03/ 2016	Chief Executive	Sherrie Watkins	In Progress - completio n slipped	This is now reporting into the workforce contract board, Workforce Planning framework, toolkit and workforce plans have started to be issued in Place and People Directorates where SRBH's have been confirmed as accurate, workforce plans are being issued to senior budget holders, progress to be reviewed end of May.
AP4	12	Establish principles and infrastructure requirements to support integration and collaboration at a local level and place based management	31/05/ 2015	04/04/ 2016	Chief Executive	Jacqui Kennedy	In Progress - completio n slipped	New owner – Jacqui Kennedy "as per agreement at away day on Thursday 24 March" The principles will be enshrined in the 'Neighbourhood Offer' which will be going to CLT, Labour Group, DMT and Cabinet in Spring 2016. This will start with a discussion paper tabled at Labour Group on 21 March, with the first draft having gone to CLT on 25 January. Place management has already been implemented but this will be further developed - linked to the comprehensive housing offer launched in January 2016. A Cabinet report in June will set the guidance for promoting integrated delivery across directorates

								and partners in a neighbourhood setting.
AP5	2	Agree measures and framework for evaluating effectiveness	28/02/ 2015	30/03/ 2016	AD for Employm ent	Jane Newman BAU	In Progress - completio n slipped	An initial Learning and practice hub scoping paper for discussion has been produced by the University of Birmingham. Further meeting has been called (1 March 2016) with the University of Birmingham, BCC Policy Team and BCC Employment and Skills to discuss how this can be implemented and any resource implication, potentially to align with work to be undertaken under the Youth Employment Initiative for Birmingham and Solihull. Statistics for target pilot areas have been updated. In contact with Greater Manchester to hold teleconference to understand the "Fit for Work" project to learn from existing practice and evaluation methodology. Following meeting with the University of Birmingham, BCC Policy Team and BCC Employment and skills to be reviewed. 07.06.16
AP5	6	Launch partnership vehicle	30/06/ 2015	30/03/ 2016	AD for Employm ent	Jane Newman	In Progress - completio n slipped	The East Birmingham Employment and Skills Board was established in 2015 as per the recommendation in order to agree and oversee the development and delivery of an action plan based on an understanding of best practice, and some targeted intensive support activities on specific (lower super output areas) areas of Shard End and Washwood Heath where there are the highest numbers of out of work benefits claimants are to be found. These are very distinct areas with very distinct demographics which will require very tailored approaches. During the course of 2015 Ashram Mosley undertook, on behalf of the Board, an audit of local employment and skills provision was undertaken. We are now looking to re-invigorate the process and provide renewed emphasis in developing and piloting new approaches to employment and skills in these target areas in East Birmingham. To do this we need to understand better what is already happening in the area which is good, and also what is not so good through a qualitative look at current activity. We need to understand how the labour market in those areas works and how this can link to the employment opportunities that current and future regeneration will bring. To

| | | | | | | | | this end early discussions have been held with a number of providers: DWP, Think Family Team, Public Health, 2 of the local Work Programme providers (APM, Newcastle College Group – Intraining, Adult Education. A provider forum meeting (including those named and other providers such as the National Careers Service, People Plus, third sector providers and South and City College) has been called for Monday 7th March 2016. That meeting will focus on agreeing an model focussed in the first instance on the WRAG (work related activity group) to align, for example, lifestyle and activity programmes funded by Public health to pre-employment training or adult traineeships linked to identified job opportunities for example in Cityserve, the airport and the care sector. This may require asks of those who hold and control resources. |

We are integrating with emerging local Hodge Hill District structures which are being put in place following the agreement to the Hodge Hill District Jobs and Skills Plan in September 2015, a process which is being replicated in all Districts across the City. Councillor Mariam Khan has been nominated as the District Jobs and Skills Champion, and it is vital that we work with local councillors as they have much to offer in terms of local knowledge and support. On Wednesday 24th February DWP Job Centre at Washwood Heath hosted a visit of Hodge Hill District councillors to better understand the services offered by DWP, to encourage residents who are not required to attend the Job Centre to use it as a resource, work with local SMEs to place job vacancies with the Job Centre and offer work experience opportunities. The Job Centre are now working with local members to identify places of trust for DWP outreach work within the local community.

Current Priority activity:
- Pilot activity allied to forthcoming jobs being recruited by Allied Health Care. Sector based Work Academy being funded through Adult Skills Budget, referrals through partner agencies and community groups including DW Compass have agreed to provide a proof of concept enhanced triage process for referred clients at no cost.
- Identification of best practice models across UK. Including First for Well Being - CIC model,
- DWP taking snapshot of Medical Certificate referrals at Washwood Heath Job Centre to see which GPs in the area are most likely to refer to ESA and benefits.
- Exploring potential for " 5 ways to well-being" into ESOL resources
- Identifying routes to appropriate GP fora to engage with reference with referral to enhanced triage as part of an integrated approach.

								Hodge Hill District has adopted youth employment as a Neighbourhood challenge and initial consideration is being given to how partners work together I the area can secure for resources under the Birmingham and Solihull Youth Employment Initiative.

Meeting with officers and Liam Byrne on 16th May on East Birmingham Investment which includes skills and subsequent letter has raised suggestions for further consideration. 7.6.16 |
AP5	7	Evaluate progress and impact	31/12/ 2015	31/12/ 2016	AD for Employm ent	Jane Newman	In Progress - completio n slipped	Baseline data refreshed January 2016. No further update 7.6.16
AP5	17	Develop working / draft vision for city and consider how this relates to each organisation's existing priorities and plans	31/12/ 2015	31/05/ 2016	Piali Dasgupta, Kevin Hubery	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnershi ps	In Progress - completio n slipped	Extensive research work already done to review a number of stakeholder priorities and visions to identify key themes which could inform a vision. Additionally the council's vision has been reviewed by a number of stakeholders to inform the development of a shared city vision. In the coming weeks the leader, Cllr John Clancy, will be speaking with a range of city stakeholders to take the prospect of a city vision forward.
AP5	18	Agree statement of intent and key actions for the whole city in 15/16	31/03/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnershi ps	In Progress - completio n slipped	Dependent on progress in establishing a city vision with stakeholders.
AP5	19	Agree macro vision for the whole city	31/12/ 2015	31/05/ 2016	Piali Dasgupta, Kevin Hubery	Austin Rodriguez / Piali Dasgupta from July	In Progress - completio n slipped	Dependent on progress in establishing a city vision with stakeholders.

					2016 Outward Looking Partnerships		
AP5	20	Develop and agree plan to deliver the city vision	31/05/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnerships	In Progress - completion slipped	Dependent on progress in establishing a city vision with stakeholders.
AP5	29	Agree scope and governance for a review of mission, objectives and purpose of individual partnerships in light of city vision	30/04/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnerships	In Progress - completion slipped	Dependent on progress in establishing a city vision with stakeholders.
AP5	30	Joint evaluation of Birmingham Partners values and whether they have been understood and applied	30/09/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnerships	In Progress - completion slipped	This activity will not be going ahead, as there is no need identified by partners to take this forward at this time.
AP5	31	Undertake a review of BCC inputs and benefits from individual	31/03/ 2016	16/05/ 16	Piali Dasgupta	Austin Rodriguez	In Progress	An initial test phase has been completed and a review of the Economy Directorate's inputs and

		partnerships			/ Piali Dasgupta from July 2016 Outward Looking Partnerships	- completion slipped	benefits from partnerships is complete. Delays have meant that conducting the review with the People, Place and Corporate Resources Directorates will not be possible within the programme timetable.
AP5	32	Develop, consult on and agree recommendations for BCC involvement in individual partnerships	31/05/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnerships	In Progress - completio n slipped	Delays in delivering the review mean this will not be possible.
AP5	33	Design and agree principles, approach and framework for assessing BCC input and benefits from individual partnerships	31/05/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking Partnerships	In Progress - completio n slipped	Delays in delivering the review mean this will not be possible within the existing timescales of the Future Council programme team.
AP5	34	Implement performance framework for BCC which measures both inputs and benefits from partnerships	30/06/ 2016		Piali Dasgupta	Austin Rodriguez / Piali Dasgupta from July 2016 Outward Looking	In Progress - completio n slipped	Delays in delivering the review mean this will not be possible within the existing timescales of the Future Council programme team.

					Partnerships		

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Issues Log						
Sharepoint Reference Future Council/PMO	**Title**	**Status:** **Closed; Transfer**	**Due Date**	**Owner or New Owner if transferring**	**Action Plan**	**Severity**
Integrated Support Services	The potential financial and 'integration' benefits of ISS have been significantly reduced.	Transfer		Jon Warlow/Angela Probert	• More short-term programme resource has been identified to create a solid programme plan for delivery, which should allow the smaller saving to be planned for and delivered by the in scope heads of service. • A phase 2 business case has been developed that will allow for further future integration and associated savings. To be considered by CLT in June 2016	**Significant**
Operating Model	The operating model design work has been rescheduled to take into account the Leader's new vision for the council in Summer 2016. Design principles adopted and contained in the Business Plan 2016, will be reviewed to ensure they are fit for purpose and enable the council reflect the changing environment, whilst keeping a focus on priority outcomes	Transfer		Mark Rogers / Angela Probert	Support the political leadership to set out a clear vision and priority outcomes to inform the next phase of *Future Council* programme – with specific focus on: • Delivering outstanding activity from Phase 1 • 'Big moves' – significant strategic projects / programmes • Current and future budget decisions • Efficiency and improvement activity	**Significant**
Partnership working	The review work that is mapping our existing internal partnerships (to allow us to determine if they are effective and cost efficient)	Transfer		Piali Dasgupta	• Place Directorate mapping information being chased through Directorate owner (Val Birchall); People mapping information complete but Directorate ownership hasn't	**Significant**

	has stalled. A review of how better to realise and deliver the outcomes attached to this programme is underway				been identified; Corporate Resources mapping information being chased through Directorate owners (Stuart Evans and Dawn Hewins). • Economy Directorate partnership review work completed and is showcased as an appendix to the FC overarching close down report, to demonstrate the value of the work. • A financial resource has been provided for the Assistant Chief Executive until the 31st March 2017 to take this work forward. That CLT provide leadership and commitment so the outcomes identified are delivered	
Partnership working	Council has failed to make progress on how it leads and supports the statutory partnerships attached to the People and Place Directorates. Only the children's partnerships are making progress but not within a wider view between community safety, health and wellbeing, vulnerable adults.	Transfer		Jacqui Kennedy, Alan Lotinga, Piali Dasgupta	• Information collated from chairs, vice-chairs and officers to identify improvements needed has been shared with lead officers. • Current – first round of partnership reviews focused on these partnerships. Alan Lotinga volunteered to lead on convening chairs and vice-chairs to take forward coordination and protocol work. Proposed approach shared with that group and lead officers internally, with domestic violence identified as an immediate issue to address. CLT need to support Alan and the work on convening and "protocol" work proposed for chairs and vice-chairs, alongside accompanying internal collaboration to support the decisions of the chair and vice-chair group. • The Leader is to convene a meeting of the of all the Chairs and Vice Chairs	**Significant**

					Risks log		

Sharepoint Reference	Title	Status: Closed; Transfer	Proximity Date	Owner or New Owner if transferring	Action Plan	Severity
Future Council/PMO	**Local Innovation Fund** Risk that the Local Innovation Fund will not be ready in time	Transfer		Chris Jordan	• Tony to meet with the leader asap for approval. • To make the process as simple as possible in order to prevent delays to the process of administering the fund.	**Moderate**
Future Council/PMO	**Community planning and local partnership working** Now identified that there is insufficient BCC resource to meet either political or partner expectations concerning community planning in Districts. As a result community planning no longer appears to be sustainable, particularly in a partnership context. Risks concerning the council's reputation if it chooses to continue without changing the current approach	Transfer		Jacqui Kennedy/ Piali Dasgupta	• Current – gap analysis and report being completed for mid-June submission as part of closedown activity. As part of this working with University of Birmingham, Voluntary and Community sectors and Commissioning Centre(s) of Excellence to identify issues, opportunities and options. • Future – report needs to be handed over to BAU to own and progress, with potential submission also to CLT and cross-party leaders group.	**Significant**
Future Council/PMO	**Embedding 'good' partnership behaviour** New initiatives and partnership working are being developed in the "right way" and the direction set by the leadership is well received by partners. However there has been little to no physical change in all of the existing partnership work the council is involved in. A lack of physical	Transfer		Mark Rogers/Piali Dasgupta	• Extensive work has been done to understand partner perceptions, as well as to understand what the scope of improvement is to improve those perceptions. Various tools subsequently developed to support improvement activity. • CLT to emphasise the changed way of working with partners and challenge poor behaviour	**Significant**

	change might mean that we more easily revert back to old behaviours.				
Future Council/PMO	**Demand management pipeline – converting ideas to programmes of change** New ideas for demand shift need to be worked up into change programmes. Any demand shift is likely to generate future savings and so will contribute to future budgets. The Council will not have the internal capability or capacity to convert the ideas.	Transfer		Jon Warlow/ Dawn Hewins	• There is a small number of ideas that could create significant demand shift. These are the first ideas in the 'demand pipeline' and are included in the COM close down report. • CLT have agreed that the demand pipeline work will sit within the Improvement Hub • The Future Council budget for 2016/17 includes funding for demand pipeline work but there will be no crossover of staff with any detailed knowledge of demand management.	**Significant**
Future Council/PMO	**Overall savings target for support services, finance and legal** If the original target of £20m (made up of stated savings attached to the Future Council programme and other budget decisions) across support services, finance and Legal cannot be achieved there will need to be more extreme proposals	Transfer		CLT	• Clarify the benefits of cross service integration and technology enablers • Gain buy in from HoS	**Significant**

Lesson learned log			
Type of Lesson	**Description**	**Owner**	**Actions Needed**
Governance and decision-making	Although the sub-programme governance arrangements worked well, the Future Council Programme Board underwent two significant changes. The first was in August 2015 when we included all the sub-programme SROs in the Board and moved to fortnightly highlight reports. The second was with the move from an exclusive programme board to an item at the CLT Performance Board, without the programme manager being present to provide background or explanation.	Mark Rogers	It is recommended that future phases of the Future Council work should include more inclusive board arrangements.
Member engagement	The Link Member approach did create the initial work around the development of the 2020 Vision but a lack of clarity and consistency around roles and responsibilities for Link Members was an issue.	Mark Rogers	Recommendations include • Create more opportunities for EMT and opposition leaders to monitor progress. • Embedding further phases of work into the appropriate scrutiny committee arrangements rather than establishing additional scrutiny.
Converting ideas into effective delivery	A large number of ideas and improvements have been identified in phase 1. What hasn't been as successful is the ability to 'land' these in the organisation for delivery. A lack of accountability (including consequences for poor delivery) across the organisation has resulted in a lack of decision-making, an inability to always tackle the difficult issues and poor adoption of the ideas agreed by CLT collectively. This is evidenced by the list of programme programme tasks at 3.7.	Mark Rogers	Recommendations include • A more explicit senior officer commitment to changes agreed • Clarity about roles, responsibilities and accountability for all senior managers responsible for any element of programme delivery • Acting effectively to tackle any lack of delivery

Post Programme tasks				
Ref	**Future council overarching documents**	**Current Status** **Partially/** **Fully Realised**	**Handed to**	**Suggested Actions Required**
	Kerslake action monitoring Kerslake actions reporting mechanism and tracking spreadsheet	Partially Realised	Piali Dasgupta	As of the beginning of June 2016 109 of 134 actions have been completed. It is recommended that there is a review of outstanding actions to mitigate/improve and then a final update. CLT may want to seek clarity from the Panel about their expectations.
	Future Council Evaluation Framework The framework was developed to identify the long-term impact of the future council changes. It is designed to give a long-term measure of behavior change, as measured through staff, members, partners and communities. Signed off by FCPB in September 2015.	Partially Realised	Angela Probert	A small number of the measures included in the evaluation framework were captured as part of the council-wide performance management framework, so are embedded into the business. If the council wants to systematically measure change and the impact of the change both internally and externally then the evaluation framework should continue to be measured.
	Future Council budget The £10m future council budget for 2016/17 includes the support being given to the SROs of the big move programmes, as well as resource for further OD work, for example.	Fully Realised	Jon Warlow	Following agreement at CLT about how the £7m 'budget support' reserve would be allocated this has now been provided directly to each SRO (but identified separately to make sure that the money can be tracked against expectations). The future council budget has been allocated following meetings with Angela Probert and Jon Warlow and a similar process of allocation is underway. There is a small contingency and it is recommended that Jon hold that, as he does for other reserves.

Programme management office handbook A new approach to programme office management was developed as part of the instigation of the Future Council programme. A way of working and handbook exist that should form the basis of any future programme management office work. The early work was shared and developed latterly in conjunction with the People Directorate PMO.	Fully Realised	Angela Probert	The Handbook can form the basis for the approach needed for the corporate pmo.
Sub programme close down reports Each sub programme, with their sub programme board (in most instances) has reviewed activity and produced a close down report. These include more detail and links to all the relevant documents.	Fully realised	CLT	

Ref	Council Operating Model	Current Status – Partially/ Fully realised	Handed to	Suggested Actions Required
5.0.1	**Future Operating Model** Explorative work to refine the organisation's outcomes, purpose and strategic themes based on Business Plan 2016+ has been undertaken. This includes work on the 2015 design principles to improve their applicability. There have been two attempts to develop a council-wide high level operating model from within the Future Council programme (Deloitte and UK Prime).	Not realised .	Shauna Posaner	A fundamental element of the future council work was the design, development and implementation of an operating model for 2020. It gives a sense of direction, size and scale that then allows the organisation to plan more effectively. The final UK Prime report describes the emerging 'strategy on a page' and provides recommendations about next steps. The work started by UK Prime is continued.

| 5.0.2 | **Big move programmes identified within the budget**

There are 14 big move programmes, identified initially within the budget that relate to some degree to demand management.

These programmes have senior responsible officers, resources to deliver and high level plans. Although all at different stages of development, some of the programmes have detailed plans in place. The most well defined currently being the Adults Transformation programme.

SROs

Peter Hay – Health and Social Care Integration

Louise Collett – Adults Transformation

Chris Atkinson – New approach to SEND and Independent Travel

Alan Lotinga – Reducing Homelessness

Val Birchall - Library Strategy and Culture Pound

Stuart Jackson – Reduce, Reuse, Recycle

Anne Shaw – A Modern Transport Network

Emma Leaman – Open for Learning

Sarah Dunlavey – ISS

Claire Ward – Workforce proposal | Partially realised . | SROs | Continued delivery challenge and support required by CLT to create the right delivery environment along with the mechanism and governance to allow effective mitigation of risks.

Some collective support is being offered this financial year through the Future Council budget for additional advice/guidance to SROs in relation to HR, Comms, engagement and financial modelling. Further collective support might be appropriate around things like behavioral change for services to deliver the full potential of demand management. |
| 5.0.3. | **Demand Management Pipeline**

The council has decided to apply demand management as one of its service delivery methodologies. Following a first introduction in 2015, which resulted in a number of activities described in the Business Plan 2016+, we have reviewed the work done to date and have identified further opportunities in the organisation where demand management could produce additional savings and benefits.

A resource pack has been created that explains demand management consisting of:
1.   Understanding demand management - introduction
2.   Demand management – step by step methodology
3.   Mindspace resource pack
4.   Lessons Learned and recommendations
There are also 4 'big ideas' that relate to the demand management to form the starting point for the demand management pipeline. | Partially realised | Jon Warlow / Dawn Hewins | The pipeline work is likely to require additional structural support such as an improved Insight Function and expertise such as behaviour change knowledge, business analysis and financial modelling for services to deliver the full potential of demand management.

Demand management pipeline ideas should be converted into business cases and potentially programmes of work. An example is highlighted at Appendix 2. Funding has been provided to the Improvement Hub (for 2016/17) to support pipeline development. |

Ref	Local Leadership	Current Status Partially/ Fully realised	Handed to	Suggested Actions Required
4.0.1	**Local Innovation Fund (LIF)** A Local Innovation Fund (LIF) options paper	Partially realised	Tony Smith/ Karen Cheney	Due to go to Cabinet in June 2016 for sign off and implementation thereafter
4.0.2	**Community Planning Evaluation Report** The outcome of the path finder exercise and recommendations for city wide Community Planning	Partially realised	Jacqui Kennedy/ Karen Cheney	To go to Cabinet Committee for Local Leadership for sign off.
4.0.3 .	Community Planning toolkit and guidance	Partially realised	Jacqui Kennedy/ Karen Cheney	To go to Cabinet Committee for Leadership for sign off.
4.0.4	University Evaluation of Erdington District	Partially realised	District Chair for Erdington/ Mike Davis	Potential dissemination city-wide

Ref	Integrated Support Services	Current Status, Partially, Fully Realised	Handed to	Suggested Actions Required
6.0.1	**ISS Logical Design** The new ISS arrangements that are being proposed and are set out in this document are part of wider changes in the corporate management of the organisation. These changes will include a focus on programme and agenda management and the introduction of new gateways, all designed to ensure that we have the right people, doing the right things in the right place at an affordable cost.	Not realised These goals will only be fully realised with the completion of the Phase 2 business case in 2018.	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	For reference in Phase 1 and 2 of implementation as a blueprint for what BCC should be trying to achieve

6.0.2	**ISS Optimum Business Case** This document is to indicate the profile of the costs to implement the ISS logical design, the anticipated benefits, as dictated and constrained by the plan, and when we can expect a return on investment in terms of timescales. The total costs, including the redundancy and pension strain cost to exit staff, are estimated to be £5.3m, with £4.2m incurred in 2016/17. A further estimated £0.6m will also be incurred annually for ongoing IT support cost. The benefits are estimated to be £3.6m in 2016/17 and are expected to rise to an annual figure of £9.4m by 2018, which would give a return on investment within two years of the implementation commencing.	Not realised Something like these costs and benefits will only be fully realised with the completion of the Phase 2 business case in 2018.	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	For reference as now superseded by the Phase 1 and 2 business cases
6.0.3 ·	**ISS Phase 1 Business Case** The Heads of service proposals for phase 1 deliver £4.9m by the end of 2016/17, rising to £5.8m by 2018. The Investment required to deliver these savings is £2.4m. In addition there is an annual ongoing IT cost of £0.3m.	Not realised These costs and benefits will only be fully realised with the completion of the Phase 1 implementation plan in 2018, and this depends heavily on HoS keeping on track with their individual benefit realisation plans, supported by the planned enabling IT and VR/CR.	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	To be iterated in planning of Phase 1 in the coming months: • Set up benefits management regime • Model As Is to To Be FTE and define VR/CR strategy • Agree IT scope for phase 1 (full implementation and pilots) • £200,000 has been allocated in 2016/17 (to the Improvement Hub) to undertake Lean improvements that support more efficient services. • £122,000 has been allocated to create the detailed plans to support the delivery of the Phase 1 business case.

6.0.4	**ISS Phase 2 Business Case** There are two main benefits strands to this Phase 2 business case: 1) It is assumed that if the principles of the ISS logical design are extended to PSS in People and Place 15% savings can be made. The total annual saving is estimated to be £3.8m. 2) There is a saving of 63 FTE related to HUB that represent an extension of HoS proposals in Phase 1. These savings would come from the implementation of more efficient end to end processes, supported by better IT tools. The total annual saving is estimated to be £2.7m. The Investment required to deliver these savings is £2.6m. In addition there is an annual ongoing IT cost of £0.3m.	Not realised These costs and benefits will only be fully realised with the completion of the Phase 2 implementation plan in 2018, and this depends heavily on integration of support services into a HUB and agreement to extend scope to PSS in People and Place, all supported by the planned enabling IT and VR/CR.	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	To be iterated in planning of Phase 2 in the coming months: • Plan in more detail the approach to Phase 2, including the required initial data gather for PSS • Plan for creation of HUB • Agree with Place and People the extension of scope to PSS
6.0.5	**Phase 1 plan** This is a development of the plan within the Phase 1 business case, going to the next level of detail and highlighting the key milestones to achieve successful delivery.	Partially realised	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	To be debated at CLT.
6.0.6	**Benefits tracker** This is a development of the benefits tracker within the Phase 1 business case, rendered as benefit cards that will help us keep track and take action when dependencies have not been fulfilled and blockers to realisation need to be dealt with.	Partially realised	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	First Benefits Board scheduled for 5th July

6.0.7	**Phase 2 proposal** This document will outline the approach that is to be taken to Phase 2. It will describe the pre-work for the phase - the data collection and analysis required to support the design - and then it will outline the key design principles of Phase 2.	Not realised	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	Need to determine all the work has been done first before the proposal can be properly developed. Due for completion by 15th July
6.0.8	**Phase 2 plan** A milestone plan for Phase 2 outlining the key activities needed to achieve the goals of the phase.	Not realised	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	Need to determine all the work has been done first before the plan can be properly developed. Due for completion by 15th July
6.0.9	**Governance projects PIDs** Proposed projects are Strategic Framework and Enabling Boards, Strategic Partnership Agreement, Projects and Change and HUB set up. Documents to cover resourcing, products, plan, and high level design.	Not realised	Angela Probert and Jon Warlow (Sponsors) and Sarah Dunlavey (SRO)	Propose to take to the Programme Board on 11th July to gain approval to proceed further as described in the PIDs that are drafted in the coming weeks

	One Team sub programme	Current Status Partially/ Fully Realised	Handed to	Suggested Actions Required
	Further development and delivery of the Culture, Capability and Capacity plans	Partially realised	Dawn Hewins/ Shauna Posaner	The outstanding actions have owners assigned to them these need to be monitored as part of BAU
	Workforce Timeline for the People Strategy An organisational and people journey has been visualised to show some of the major changes the City has been through over the last few years	Fully realised	Claire Ward	The workforce timeline document has been completed and sent to the AD for workforce strategy for addition in the People Strategy

Ref	Outward Looking Partnerships	Current Status, Partially/ Fully Realised	Handed to	Suggested Actions Required
3.0.1	Partnerships register A register of all the partnerships that the council is a member of. This has been completed for Economy and People Directorates, in progress for Corporate Resources and Place Directorate. Useful in its own right it is also needed as basic information for the partnerships review.	Partially realised	Economy – Ghaz Hussain and Waheed Nazir People – Louise Collett Corporate Resources – Stuart Evans Place – Val Birchall and Jacqui Kennedy Entire register – Piali Dasgupta	1) Complete the partnership registers for Corporate Resources and Place; 2) Complete partnerships review for People, Place and Corporate Resources to finalise a corporate partnership register
3.0.2	**Partnerships review** The review and report has been completed for the Economy Directorate, but has not been started for People, Place and Corporate Resources. Tools and guidance are in place to roll this out to these Directorates, but would need staff capacity to coordinate and track participation, as well as collate findings.	Partially realised	Piali Dasgupta	1) Roll-out the review to People, Place and Corporate Resources; 2) Provide staff capacity to support the review; 3) Share Economy Directorate review with CLT and SLT; 4) Make changes as a result to create more efficient and effective partnerships, 5) Progress conversation with key council partners about changes and improvements beyond BCC. See Appendix 2 for Economy Directorate examples.

3.0.3.	**Roles and responsibilities** Member roles and responsibilities have been agreed in final draft, but need some final backbench consultation before implementation and communication; Officer roles have been put into a first draft following recent officer workshops, and now need cross-council consultation. Once consultation completed, formal agreement, endorsement and publicity (external and internal) needed	Partially realised	Piali Dasgupta, Dawn Hewins, Shauna Posaner	1) Complete consultation with backbench Members; 2) Consultation with officers across the council; 3) Final agreement and publication inside and outside the council
3.0.4	**Values and behaviours** Headline partnership behaviours agreed and aligned to the council's values. These have been put into a one-page format for "BCC partnership working 2016-17".	Fully realised	Piali Dasgupta	Communications and engagement approach inside and outside the council to implement and raise awareness and realisation across the council and amongst its partners.
3.0.5	**Competencies** Alongside partnership behaviours, full list of partnership competencies have been drafted to inform workforce and organisational development.	Partially realised	Piali Dasgupta, Shauna Posaner	Put competencies and behaviours into practice through workforce development strategies and programmes.
3.0.6	**Local partnerships and community planning evaluation report** Report to be submitted to Partnership and Local Leadership leads in June, outlining current state and options for community planning and local partnerships.	Fully realised	Piali Dasgupta, John Warlow, Chris Jordan	Review and implement recommendations in the council and with partners
3.0.7	**VCSE sectors relationship** Report completed setting out system relationships and dependences, as well as defining a starting point and options for the council to invest in, to create a more productive relationship with the sectors.	Fully realised	Piali Dasgupta, Max Vaughan	Initiate activity as described and agreed with cross-sector stakeholders; Continue the internal working group; Continue activity which remains live and in progress.
3.0.8	**What good looks like** Self-assessment created, alongside good practice case studies.	Partially realised	Piali Dasgupta, Geoff Coleman, Shauna Posaner	1) Internal and external communication to raise knowledge of good practice standards and identify further good practice; 2) Develop central point in Organisational Development to share and access good practice examples.

3.0.9	**Partnerships toolkit** Toolkit contents created in draft. Requires completion of the partnerships review to ensure the contents are fit for purpose.	Partially realised	Piali Dasgupta, Shauna Posaner	1) Complete the partnerships review and amend toolkit to match the findings, gaps and areas of strength; 2) Introductory summary needed to open the toolkit; 3) Toolkit needs embedding in organisational development work.
3.0.10	**Public service collaboration** Agreement in principle reached with West Midlands Police and West Midlands Fire Service to work together on three key themes and a range of enablers.	Partially realised	Angela Probert	Continue meeting with senior officers in WMP and WMFS to develop strategic direction and agenda for public service transformation in Birmingham.
3.0.11	**Relationship Management** Project brief drafted to initiate the project in the council.	Not realised	Piali Dasgupta, Dawn Hewins, Shauna Posaner	Initiate project
3.0.12	**Statutory partnerships** Shared priorities defined and protocol drafted to enable work on cross-cutting issues. Key internal and external leads and officers identified to enable relationship building.	Partially realised	Piali Dasgupta, Alan Lotinga	Convene chairs and vice-chairs to develop strategic conversation on developing work and approaches on cross-cutting themes. Convene internal network of lead and support officers to bring together support functions and opportunities for cross-cutting work.
3.0.13	**City vision and Birmingham Partners** Birmingham Partners launched as a vehicle for developing a better networked city. Various research and engagement work undertaken to scope options for developing a city vision	Partially realised	Piali Dasgupta	Progress a city vision with partners, using Birmingham Partners as one of the delivery vehicles and with clear roles and responsibilities for officers and Members.

An example of Demand Management pipeline idea

As the Council further understands and embraces demand management we expect new demand led projects to emerge from the services as part of the continuous business planning process. These projects will need support from business analysts and financial modellers placed within the Improvement Hub. A number of ideas are evolving and an example is given below where the Housing Division have already given thought to how an idea about managing demand within their service area may lead to a more system wide approach with partners.

Independent Tenants

Current Position

Birmingham City Council provides landlord services to tenants housed in council housing stock (approximately 63,000 properties). An assumption is made that some customers request assistance (high demand) far more than others. As yet no significant work has been done to profile these high demand customers and understand what their interactions have been with other parts of the Council or other public sector providers and their overall cost in order to reduce demand where appropriate.

Strategic goal statement

To deliver the outcome "A happy, healthy city" and the sub outcome "Every citizen accessing an affordable and decent home" the project would aim to build knowledge, responsibility, independence and resilience within tenants. By identifying the reasons why some tenants are more reliant on our services than others we will begin to develop a system wide plan for supporting them.

Key strategies to be deployed
Phase 1
- Define and quantify the highest 80-100 service users (by contact? by cost?)
- Develop the methodology to be used to understand the demand drivers and demand type from the 80-100
- Define the scope, outputs and outcomes of phase 1
- Personal data collection from highest users to establish:
- Customer group

- Length of tenancy
- Demand type
- Willingness to consent to data release internally and from other public sector providers
- Deep dive of data to formulate activity for phase 2

Phase 2

- What issues have been identified…then design interventions
- Best Practice from elsewhere
- Co design solutions with customers and partners
- Understanding of customer needs
- Identify ways to change the relationship between citizen and service (s)
- Develop new approaches
- Identify Service change needs
- Identify partnership gaps
- Identify early intervention work that could be completed
- Improve Service
- Reduce demand

Benefits

- Proactively building independence in high demand individuals or tenant groups to support positive outcomes for individuals, families and communities
- Reframing the relationship between citizens and service(s)
- Savings potentially generated from both the HRA and General Fund as demand is reduced
- Potential overall savings to the public sector as high demand from customer/s is reflected across organisations

The Economy Directorate examples of the partnership review work - SAMPLE

The below table is an extract from the partnerships review undertaken in the Economy Directorate. The review looks at three main areas – "whole council", relationships and the partnership itself. This part about "value" is taken from the third area and considers the value to the council of individual partnerships, but also strengths and weaknesses to build on, change, improve or invest in. These can be considered individually or on a collective basis across a whole Directorate or across the council.

Partnership	Relevance to the council's priorities and outcomes								Capacity to deliver						Costs				Value score		Non-BCC financial investment (from partners or grants)
	Priorities		Org priorities		Strategic outcomes		Reducing demand outcomes		Internal partners		External partners		Data and insight		Financial		Time				
1	2	M	1	L	3	L	1	L	6	M	3	L	4	L	£486.00	L	16	L	207.73	H	1% business levy
2	5	H	2	M	9	H	9	H	3	L	9	H	9	H	£23,518.00	H	224	H	48.78	M	£0
3	0	L	0	L	1	L	0	L	10	H	7	M	7	M	£18,888.00	H	264	H	1.77	L	Pooled budget for commissioning studies etc.

Narrative and recommendations

Partnership	Commentary	Recommendations
1	This is a potentially high value partnership to the council because the benefits to the council far outweigh the costs to the council in supporting it. There is scope to increase the support the council provides to help make it an even more productive partnership.	The council to use its convening and brokering role to engage more partners in the partnership to deliver on its aims and outcomes. Also to consider what data and insight support might be provided to the partnership to help inform delivery and plans.
2	The partnership is highly relevant to the council and exceptionally well supported by partners. There is a need to review how the council invests in the partnership though, as whilst it is high cost to the council it is not well connected to the council in general, despite the high relevance to the business plan	The council to review whether the right service areas are connected to and supporting the work of the proportionate and the council's investment reflects a broader range of input.
3	The partnership is well supported by the council's political and officer leadership with a strong capacity to deliver on its aims and outcomes. This is reflected in the cost to the council in supporting it. However the low relevance to the council's business plan means that the partnership has a comparatively low value to the council. However this may be a perception issue and the partnership may	The council to review the outcomes and priorities this partnership is contributing to. From a council perspective this may do one of two things, firstly identify the full breadth of the impact of the partnership. Secondly, identify opportunities to discuss with partners to broaden the scope of the

have greater value and alignment to the council's business plan than officers recognise.

partnership which can be more proportionate to the council's investment in it.

Proposals Supported for Improvement Funding							
Savings Programme	**Strategic Director**	**Senior Responsible Officer**	**Proposed Allocation**				**Notes**
			2016/17	**2017/18**	**2018/19**	**2019/20**	
			£m	**£m**	**£m**	**£m**	
Integrated Support Services	Jon Warlow/ Angela Probert	Sarah Dunlavey	0.257	0.000	0.000	0.000	To carry out LEAN Reviews of support service processes and an extension of the ISS Challenge process
Workforce Changes (WOC2)	Angela Probert	Claire Ward	1.057	0.000	0.000	0.000	This funding is in addition to £0.350m allocated specifically within policy contingency. It will fund a team to deliver the workforce contract changes required. There will also be a requirement for capital resource.
Connected Birmingham	Waheed Naseer	Anne Shaw	0.825	0.524	0.115	(0.251)	This is in addition to resources allocated elsewhere in the budget. It will also allow the projects to start immediately. If government funding is received to assist with the establishment of low emissions zones then the call on this resource will reduce. The reduction in 2019/20 is compared to the allocations assumed elsewhere in the budget which it is now assumed are over provided.
Adults Transformation	Peter Hay	Louise Collett	1.202	0.941	0.112	0.000	This allocation will help to deliver the entirety of the younger adults savings programme
Health and Social Care Integration	Peter Hay	Peter Hay	1.000	1.000	0.000	0.000	Allocation already agreed with Chief Executive and Leader so that progress could begin immediately
New Approach to SEND	Peter Hay	Chris Atkinson	0.190	0.115	0.115	0.000	Small project team for three years with initial financial modelling and strategy development in year 1
Transport and Independent Travel	Peter Hay	Chris Atkinson	0.196	0.000	0.000	0.000	Provide a small team to implement the changes requried for the service.
Homelessness	Peter Hay	Alan Lotinger	0.063	0.000	0.000	0.000	One programme manager to develop the homelessness programme and identify the synergies with other areas of the organisation and to identify potential future demand shift.
Reduce, Reuse, Recycle	Jacqui Kennedy	Jacqui Kennedy	1.040	0.340	0.340	0.000	In addition to resources allocated through the budget process. Will deliver the necesssary project management, educational awareness and financial modelling
Vehicles and Maintenance	Jacqui Kennedy	Stuart Jackson	0.268	0.000	0.000	0.000	Allocation is a combination of resource requested by Place and Economy Directorates
Open for Learning	Jacqui Kennedy	Emma Leaman	0.335	0.000	0.000	0.000	Develop a tool to assist the project (and then the Council) in designing the services of the future and then how and where they will be delivered.
Energy Supply Company	Waheed Naseer	Anne Shaw	O.D75	0.075	0.000	0.000	Communications and marketing resource to publicise Birmingham's ability to supply cheaper energy and particularly target those in fuel poverty.
Sub Total			**6.508**	**2.995**	**0.682**	**(0.251)**	
Contingency	Jon Warlow	Jon Warlow	0.492	2.005	(0.682)	0.251	Available to assist with delivery if problems are identified through the monitoring process and/or once implementation business cases are developed.
Total Proposed Allocations			**7.000**	**5.000**	**0.000**	**0.000**	

Proposals that require further clarification							
Savings Programme	Strategic Director	Senior Responsible Officer	Request				Notes
			2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	
New Well-being Offer	Jacqui Kennedy	Steve Hollingworth	0.135	0.085	0.000	0.000	Proposal did not consider what the options for the Council's "offer" are in the future but instead wanted resource to implement the move to a new delivery vehicle immediately
Decentralised Delivery Offer	Waheed Naseer	Anne Shaw	0.350	0.000	0.000	0.000	Very late proposal and not enough detail available to approve the request at this time.
Community Libraries	Jacqui Kennedy	Chris Jordan	0.828	0.000	0.000	0.000	Clarification is being sought as to how this proposal fits with the Open for Learning Strategy and how much of the required funding is capital.