

ITEM 6

**BIRMINGHAM CITY COUNCIL
CORPORATE GOVERNANCE IMPROVEMENT PLAN**

October Update 2018 (Updates in Bold))

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
1.1	Well-organised, stable and effective political groups.	<p>Formal self-assessments required by all political groups – with process and developmental changes formally captured and reported against. ACE to coordinate with Leader, Deputy Leader and Group Leaders.</p> <p>Collate summary of changes that have been made by political groups.</p> <p>Update to INLOGOV report to be commissioned in-year 2018.</p>	<p>Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in August 2018.</p> <p>INLOGOV update report as a year 1 stock-take evaluation in September 2018. Interim report deliverables to be provided prior to March 2019. Subsequent actions for years 2-4 to be identified.</p> <p>Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.</p>	<p><u>ACE with Group Leaders / Deputy Leader</u> Group secretaries have been engaged in the review processes with support from legal services colleagues (September 2018).</p> <p>Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. Procurement underway. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p><u>City Solicitor and Chief Whip</u> May and June 2018 member induction processes included detailed briefing on code of conduct (including social media protocols). Revised code of conduct, including social media guidance, being developed for inclusion in Constitution. Training to follow (October update).</p>
1.2	<p>Effective, timely and balanced communication and engagement of all political groups.</p> <p>Effective and timely officer support into all political groups of the Council.</p>	<p>A structured briefing programme to be offered for all political groups based on a robust, published forward plan.</p> <p>Formalise senior officer discussions with Group Leaders through monthly CEO 1-1 briefings with group leaders, ACE co-ordination of agenda and briefing pattern for joint group leaders and regular consideration at CMT.</p> <p>More emphasis on all-member sessions as part of / following medium-term induction plan.</p> <p>Review of role and terms of reference of CBM as part of constitutional review.</p> <p>Ongoing training for members around social media and internal</p>	<p>Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. October 2018.</p> <p>Actions and changes to group leaders meetings effective from July 2018.</p>	<p><u>City Solicitor / ACE in concert with Group Leaders / Deputy Leader</u> Survey agreed with Group Leaders (October Update)</p> <p>Revised group leaders meeting cycle in place with structured agenda (July 2018 Update) NOW COMPLETE PENDING BIIP REVIEW</p> <p>On-going programme of member development underway with engagement of LGA (September Update). More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). NOW COMPLETE PENDING BIIP REVIEW</p> <p>Initial consultation completed as part of the LEAN review. Findings will feed into Scrutiny Inquiry into City Council</p>

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		communications networks to enable more agile provision of information.		meeting (<u>(October update)</u>).
1.3	<p>Effective, modern governance and decision-making processes at Full Council and Cabinet in line with accepted best practice (learning from good practice and guidance identified by Solace and CIPFA)¹</p> <p>Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework.</p> <p>Modern and effective support functions to underpin the decision-making process.</p>	<p>Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework (June 2018)</p> <p>Changes to the policy framework to be agreed at Cabinet / CBM with a programme of policy review undertaken against the revised framework (ongoing 2018-19).</p> <p>Complete the constitutional review</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p>	<p>Actions to be implemented and monitored monthly within municipal year 2018 / 19.</p> <p>New Council Plan and Performance Framework (June 2018)</p> <p>Changes to the policy framework to be agreed at Cabinet / CBM (July 2018.) Gap analysis against policy framework (reviews) to be undertaken quarterly</p> <p>Complete the constitutional review (September 2018)</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018)</p> <p>Monitoring of reduced late reports (monthly)</p>	<p>Council Plan and associated measures agreed at June 2018 Cabinet meeting. EMT workshops in advance helped to build wider understanding, collaboration and ownership across Cabinet. COMPLETE PENDING BIIP REVIEW</p> <p><u>City Solicitor</u> Policy framework agreed at Full Council in May 2018.</p> <p><u>City Solicitor</u> New Constitution under review; for Group Leaders/Committee Review September 2018. New report template issued for use at November Cabinet onwards (<u>September update</u>) COMPLETE PENDING BIIP REVIEW</p> <p><u>City Solicitor</u> New process for Cabinet designed, agreed by CMT on 23.07.18. New process underway, training underway, new Corporate Clearance occurring for each Cabinet meeting (<u>September Update</u>). COMPLETE FOR CABINET PENDING BIIP REVIEW LEAN review of City Council – consultation complete, findings to feed into Scrutiny Inquiry into the City Council meeting (October update)</p> <p><u>City Solicitor</u> Underway; New Cabinet process will make late reports a real exception. (<u>September update</u>) COMPLETE PENDING BIIP REVIEW</p>

Deleted: ¶

¹ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		<p>Complete service reviews of the Democratic Services and Cabinet / Leader support functions to ensure modern and effective ways of working (September 2018)</p> <p>Cross-party and pan-committee agreement on the nature of business to be brought to Council.</p> <p>Agreement to paper free arrangements except for visitors. Committee Services to stop using blank pages. Only print the agenda and reports, not the minutes of the last meeting.</p>	<p>Annual survey of councillors to establish satisfaction with decision-making processes.</p> <p>External audit letter to highlight no material concerns re timeliness and probity of decision-making (March 2019).</p> <p>Report to CBM mapping out proposed nature of business to Full Council (September 2018) in line with O&S work programme, policy Reduced paper arrangements in Report to CBM mapping out the proposed nature of business to full council (September 18) in line with O&S work programme, policy framework and council plan</p>	<p><u>City Solicitor</u> Group Leader agreement to survey, and design of survey underway with a view to roll-out in September 2018. (August 2018 update). Survey being prepared <u>(September Update)</u>. Group Leaders to consider at next meeting <u>(October Update)</u></p> <p><u>City Solicitor / Assistant Chief Executive</u> Consultation has closed for the review of Leader / Cabinet Office with agreement from all parties. Implementation planned for September 2018. (August 2018 update). Implementation of VR and related HR processes underway throughout September – November 2018 in advance of 2019-20 financial year. (October 2018 update)</p> <p>The draft 2017/18 Annual Audit findings letter did not highlight any issues of concern in respect of the timeliness and probity of decision making. (July Update)</p> <p><u>City Solicitor</u> Tracker and monitoring of Full Council motions now in use COMPLETE PENDING BIIP REVIEW</p> <p>City Council/CBM Forward Plan now in use COMPLETE PENDING BIIP REVIEW <u>City Solicitor</u> Tracker and monitoring of full council decisions and cabinet decisions now in use. City Council/CBM forward plan now in use. Work to further populate the policy framework is ongoing (July Update). COMPLETE PENDING BIIP REVIEW</p>

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
			Reduced paper arrangements in place (November 2018)	City Solicitor EMT and CBM agreement for all meetings to be paperless from 01 November. (September Update) COMPLETE PENDING BIIP REVIEW
1.4	An effective and proactive Scrutiny function / work programme in line with national best practice (informed by the expertise of Centre for Public Scrutiny) ²	<p>Implementation of O&S changes</p> <p>Forward planning workshops for the new O&S oversight committee (chairs committee) with formal engagement with all group Leaders.</p> <p>Utilisation of O&S for policy development purposes.</p>	<p>O&S review actions undertaken and / or report back to Full Council (September 2018.)</p> <p>Genuinely integrated O&S work planning in light of the Council Plan and priorities (September 2018).</p> <p>Robust programme of Scrutiny activity with flexibility for well-organised topical work (September 2018 onwards)</p>	<p>City Solicitor The Leader reported to the Co-ordinating O&S Committee on 27th July along with tracker of progress against recommendations. The recommendations are on track. The next update is to CMT in November 2018. (September Update) COMPLETE PENDING BIIP REVIEW</p> <p>City Solicitor The O&S Committees have developed work programmes following meetings with Cabinet Members and following Council Plan adoption in July. Focusing on key priorities. (August Update). COMPLETE PENDING BIIP REVIEW</p> <p>Session held with the co-ordinating committee in June 2018 (along with private chair briefing) to ensure alignment between Council Plan / Improvement plans and the activities of committee(s). Leader and Deputy to regularly engage committee to ensure alignment. Monthly sessions now underway with Leader / Deputy and Co-Ordinating Committee to ensure scrutiny and co-ordination arising from monthly BIIP-MHCLG-BCC meetings. (August / September 2018 updates) COMPLETE PENDING BIIP REVIEW</p>

² [Realising the Potential of Scrutiny \(CfPS\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Each committee to engage peer councils in elements of work programme during 2018	Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.	Final review of LGA peer mentoring arrangements underway with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (September Update). LGA peer mentoring arrangements for Cabinet Members and Audit Committee chair agreed with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (October Update). COMPLETE PENDING BIIP REVIEW
1.5	Depth of understanding of governance rules and standards, including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA) ³	<p>Extensive, ongoing new member development programme required including:</p> <ul style="list-style-type: none"> • Induction • Information • Guidance • Peer support <p>Elected Member mentoring programme and evaluation of its impact.</p> <p>Ongoing LGA, professional body and peer working required challenging and assuring the BCC governance arrangements for / throughout the 4-year</p>	<p>Member Induction and Development Programme on offer for all Members (May 2018), including dedicated sessions on ‘governance’.</p> <p>Rolling-programme of induction and briefings (June – September 2018).</p> <p>INLOGOV update report as a year 1</p>	<p><u>HR Director / LGA Principal Advisor (WM)</u></p> <p>A 3 day induction over May and June was provided to new and previous elected members as welcome/welcome back. This has been really well received with feedback provided. Elected Members had made reference to the checklists provided being a great aid memoire and that the planning and layouts of the events has been well thought through. Market places are in the calendar to occur before Full Council meetings to provide updates on a more informal basis throughout the year. A calendar of training and learning events is being planned and underway. (July Update).</p> <p>We have taken a new approach to Member Development and introduced a tri approach. Legal Services are the lead supported by ACE and HR Director so that policy, training and governance are linked. (July Update).</p> <p>A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-</p>

³ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

1. Political Leadership Effective political and managerial leadership, working as a constructive partnership				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		term.	<p>stock-take evaluation (September 2018) to identify that members have a good understanding of the governance rules and standards.</p> <p>Reduced standards committee referrals. (March 2019)</p> <p>Structured LGA partnering programme in place for all key political post-holders</p>	<p>commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update). Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p><u>City Solicitor</u> New revised Code of Conduct and Procedure currently circulated for consultation. All Group Leaders advised that complaints must be allowed to be handled in Group (27.06.18). New Code to be included in new Constitution (September update)</p> <p>Negotiations on-going with LGA regarding peer mentoring arrangements.</p>
1.6	<p>Appointments to outside bodies</p> <p>(working with the LGA principal advisor to assess effective national exemplars)</p>	Deputy Leader guiding a process of review with support from City Solicitor - reviewing what Council appoints to and why, how we manage relationships and degree of support & training to mitigate risk for councillors and officers sitting on third party boards.	<p>Initial AGM appointments confirmed (June 2018)</p> <p>Wider representational roles amended (September 2018)</p> <p>Third-party training in place (September 2018)</p> <p>External audit letter to highlight no material concerns re probity of third</p>	<p><u>City Solicitor / Deputy Leader</u> Group Company Governance Cabinet Committee now meeting monthly /6 weekly and annual work plan currently being refreshed to include reporting to next Committee in November 2018. (September Update)</p> <p>Two 'third-party' workshops have recently taken place - identifying more to take this issue further. (July Update)</p> <p>No issues highlighted re probity of third party decision-making, however other issues have been raised. Audit letter on the agenda for the September meeting. (September</p>

Deleted: ¶

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
			party decision-making (March 2019) .	<u>Update)</u>
1.7	Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21 st Century Public Servant ⁴ and 21 st Century Public Councillor ⁵ research)	<p>A comprehensive and transparent view of the Council's improvement journey needs to be understood and 'owned' by the new administration and the new senior officer team.</p> <p>An independent review on governance of waste services is underway.</p> <p>Member and officer development programme on the range of roles of a councillor:</p> <ul style="list-style-type: none"> • What the Council is and does • What being on outside bodies means • Other appointments • Community roles • Partnership roles • Strategic governance and scrutiny roles <p>Regular meetings of Leader and Deputy Leader and Chief Executive</p>	<p>All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. (May 2018)</p> <p>Waste review findings implemented</p> <p>INLOGOV update report as a year 1 stock-take evaluation (September 2018) to identify improvements in role definition. Interim report deliverables to be provided prior to March 2019.</p> <p>Refreshed staff survey and improved results (September 2018)</p>	<p><u>Chief Executive and Leader</u> Initial induction processes complete with particular emphasis on standards, governance and roles / responsibilities. Follow-up sessions on 21st Century Public Servant and role of ward-members to follow. (July Update) More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). COMPLETE PENDING BIIP REVIEW</p> <p><u>Chief Executive and Leader</u> Third-party independent waste review nearing completion. Discussions ongoing between Leader / Chief Executive and BIIP regarding next steps with the Waste review findings. (September Update)</p> <p><u>Assistant Chief Executive</u> A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update). Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p><u>HR Director</u> Staff Survey went live 2 months earlier than planned on 3 July 2018 and closed on the 20 July, with paper returns received up to 27 July. 26% of the workforce responded (significant</p>

⁴ [21st Century Public Servant](#)

⁵ [21st Century Councillor](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Structured programme of joint EMT & CMT workshops to generate the four year council plan, performance framework and budget.		increase from 12.5% in 2016). Early results shared w/c 6 August with CMT and all staff. An ELT session is scheduled for 15 August and staff workshops ran during Aug/Sept to explore further and to develop “involved” solutions. Headline report was attached at the August Update. Action plan being developed which involves each Directorate and managers holding team meetings to discuss the Staff Survey and a corporate communication to this effect was issued in September 2018. <i>(September Update)</i> Following corporate communication from Chief Executive in September, managers are meeting with their teams to have local discussions and engage re actions required to address the feedback from staff – this is on-going (October Update) COMPLETE PENDING BIIP REVIEW
		Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions	Efficient and effective forward planning process with appropriate preparation / quality assurance of report risks / implications in good time – in line with the formal Forward Plan (July 2018 onwards)	May / June workshops in advance of June Cabinet complete, culminating in agreement of a Council Plan and associated measures. COMPLETE PENDING BIIP REVIEW Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update)
		The Deputy Leader will continue to undertake exit interviews and gather information from previous members of what went well and what can we learn from. Similar such processes are required for senior/non-senior staff exits and interim officer feedback.	We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements.	Review of partnership activity undertaken March – June with specific implications for H&WB, CSP and Safeguarding Boards now being implemented. City Board met in September 2018 with follow-up meeting planned for December 2018. Monthly ‘temperature take’ calls inform Corporate Governance Plan updates (October Update)
			On-going member development programme for Elected Members, co-ordinated by the Member Steering Group. (July 2018 onwards).	Deputy Leader member development / review process on-going. Member development update provided above. (July Update)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21 st Century Councillors and Officers – including a session purely on this as part of the Member Development Programme	<p>Evaluation findings from the programme to demonstrate whether new approaches have added value / had an impact. (September 2018)</p> <p>On-going development programme for officers, co-ordinated by OD team on behalf of Council Management Team. (July 2018 onwards)</p>	<p>More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update).</p> <p>Member views on the induction / programme to form part of the Annual Member Survey (October update)</p> <p>JNC Restructure proposals launched July 2018; this will see recruitments and selection activity over the next few months. It is planned to undertake individual and team assessments once this is in place, to understand and utilise our collective strengths. (September 2018).</p> <p>Consultation feedback received. Chief Executive and HR Director undertaking formal individual consultation meetings with JNC Chief Officer. (October Update)</p>
1.8	True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU; ⁶ Councillors Commission) ⁷	Strategic review of equality and diversity across all levels of the Council's operations – learning from good practice from across the country (e.g. Coventry) – and benchmarking the degree to which the Council is representative in terms of characteristic groups, 'place' and social	<p>Clear equality plan for the Council in place, and actions underway (October 2018)</p> <p>A more representative Cabinet and</p>	<p>Chief Executive and Leader ELT workshop undertaken and self-assessment complete against Local Government Equalities Framework. Equality objectives and action plan to follow in October with due consideration by EMT. (October update)</p>

⁶ [Does local government work for women? \(Fawcett Society and LGiU\)](#)

⁷ [Representing the future \(Councillors Commission\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		mobility / cohesion. Implementation of Women's Leadership actions. Constructive response to the WMCA Leadership Commission findings.	engaged body of councillors in consideration of wider diversity and equality around different political groups. (June 2018) Implementation of Women's Leadership actions. (September 2018) Evaluation against criteria for success agreed at the start. Constructive response to the WMCA Leadership Commission findings. (July 2018)	Cabinet is now more representative from a gender and BAME perspective. (July Update). <u>Assistant Chief Executive and Deputy Leader</u> WMCA Leadership Commission events have taken place in September and October, with the Council an active participant and committed to supporting three key next steps – a) firm policy pledges; b) peer-to-peer support; and c) contribution to a repository of regional good practice. Group Leaders agreed future consideration of Fawcett findings at Full Council planned for December 2018. Special EMT session planned around women's leadership actions in advance of Full Council (October 2018 update)
1.9	The Council should prioritise local leadership and neighbourhood empowerment. Redefinition of the Community Councillors' role with emphasis on neighbourhood convening and local leadership (for example, taking learning from leading practice as identified by the LGA to involve and understand residents) ⁸	The Council should develop a compelling policy response to the O&S review into local leadership. . A minimum offer for support around Ward forums and Ward Plan has been put in place. Consideration is being given through the budget process as to the relative priority of investment in this area. Implementation of a new case management system	'Green Paper' Working Together in Neighbourhoods (July 2018) 'Localisation' policy paper adopted by Cabinet in March 2018 White Paper' Working Together in Neighbourhoods (October 2018) and implementation plan (ongoing). Green paper covers the development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals (2019-2020) Implementation of a new case management system (September 2018)	<u>ACE and Place</u> Green Paper endorsed by Cabinet in March 2018 and 'summer of engagement' underway to derive feedback and inform development of a new localism model. Process being actively led by the new Cabinet member with proactive officer and project management support. Engagement sessions happening throughout city in September. Cross Party Working Group (including external parties NALC, Locality, RSCTC, Frankley PC) now established and meeting in October to review the initial feedback on the consultation. Cabinet Report on new policy for Working Together in Neighbourhoods scheduled for December (Oct update) A new process to support members to facilitate up to 6 meetings per ward per year and to support Ward Plans has been instigated. <u>(September Update)</u> The new case management system has gone live on a pilot basis 14 members across two parties now using the case management system. Learning from the pilot will be used to inform the wider roll out in the Autumn. (August Update)

⁸ [New Conversations - LGA guide to engagement](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Member and officer development programme on the range of roles of a councillor	On-going development programme for Cabinet Members over the next four years. (July 2018 onwards)	<p>Learning from the pilot is being gathered and will be completed by mid-November. If any amendments to systems or processes are required as a result they will be implemented before the wider rollout is undertaken (October update)</p> <p>See 1.7 More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). <u>COMPLETE</u></p>
1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making.	<p>Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress.</p> <p>Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham.</p> <p>The Council's performance framework will be extensively reviewed. Something needs to be said about the existing framework not being sufficiently self-challenging or sufficiently priority focused and outcome focused. There has been a tendency in the past toward highlighting positive progress while under-reporting and inadequately owning and addressing poor performance, BCC's extensive challenges and significant risks.</p>	<p>Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. (June 2018)</p> <p>The Council will make improvements in key priority areas. (Monitored monthly)</p> <p>Early and comprehensive engagement process for the MTFP and 2019-2020 budget (October 2018)</p>	<p><u>Chief Executive and Leader</u> Council Plan agreed by Cabinet in June 2018 and improvement planning arrangements published in June 2018. (July Update). Complete.</p> <p><u>Deputy Leader and CMT</u> Improvement plans integrated into monthly performance and finance monitoring cycles. Performance briefing undertaken with BIIP with a further workshop now undertaken with BIIP following first 'cut' of Council Plan performance framework to September Cabinet. A range of recommendations made and follow-up workshop planned for January 2019 (October Update).</p> <p>Budget workshops help with the Extended Leadership Team and monthly meetings in place with all Directors and Cabinet Members to track delivery of spending plans in-year within agreed financial envelope. (July Update)</p> <p>Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update)</p>

1. Political Leadership				
Effective political and managerial leadership, working as a constructive partnership				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Data from resident surveys are used in our early priority planning in the summer so that residents’ priorities are reflected.		Data from the residents’ survey, plus detailed demographic analysis informed the planning stages for the council plan in June. (July Update). And as background to the City partners meeting <u>September update</u> COMPLETE PENDING BIIP REVIEW

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
2.1	Tackling defensiveness	Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.	A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	Chief Executive and Leader Monthly temperature checks continue to test the perception is that the council is more open and transparent. INLOGOV and NLGN project will provide a third-party challenge and capacity for culture change initiative (October update)
2.2	<p>Taking personal responsibility and owning any problems, challenges and poor performance</p> <p>Embedding a Learning Organisation approach – i.e. proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency</p> <p>Building the capability and capacity across the organisation to enable the Council to continuously adapt so that it is equipped to effectively address not only its existing challenges but is shaped so that it can meet future new challenges and effectively embrace new opportunities</p>	<p>Workforce Strategy will be developed to continue to encourage a culture of lead officers taking responsibility and demonstrating? accountability for the results of the organisation</p> <p>Accountability frameworks in place Learning and feedback? Constructively challenging each other and listening to challenge from elsewhere Responses to external reviews and inspections and audits – embrace and learn from the criticism rather than seeking to rebut it or excuse it</p>	<p>The council won't operate on a 'blame culture' basis and officers will instead be confident owning problems, challenges and poor performance.</p> <p>The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018]</p> <p>The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute</p>	<p>HR Director Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development.</p> <p>The current People Strategy 2017-2020 has been updated to enable the delivery of the newly approved Council Plan.</p> <p>Work continues in preparation for the launch of the renamed Workforce Strategy 2018-2022 and associated Workforce Plans which will be on schedule to be completed by mid-September</p> <p>An engagement session was held with the Extended Leadership Team on 12th September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24th September 2018. <u>(September Update)</u></p> <p>Engagement and input into the Workforce Strategy Portfolio Holders Resources and Equalities - September and October 2018 Equality Working Group – through the summer and on-going Chair Resources Overview & Scrutiny - 5th September Extended Leadership Team - 12th September Trade Union colleagues - 17th September Attended Overview & Scrutiny -20th September regarding culture change and introduction of ERP system - webcam available - good feedback regarding leadership, culture change and transformation BIIP session with the panel and received feedback- 24th September Council Management Team - 24th September</p>

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	
				Revisions made to Workforce Strategy following feedback received from sessions as outline above in September update, An executive summary; research document and outline implementation plan produced. Discussions held with elected members and portfolio holders for Resources and Equalities re their input and feedback. The Workforce Strategy is on the agenda for EMT on 16th October 2018. (October Update).
2.3	Role modelling of BCC values, new culture and new ways of working	<p>The values and behaviours are key components that will be included in the new Workforce Strategy.</p> <p>The new CEO will drive forward changes to culture and new ways of working, which will underpin the new Workforce Strategy.</p>	<p>All BCC staff are confident in their understanding of the Council's values and behaviours.</p> <p>Lead officers are good role models of the Council's values and behaviours, and the new culture and ways of working.</p> <p>Clear expectations of leadership, culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy.</p> <p>[Culture dashboard – September 2018]</p>	HR Director Council Management Team, Elected Members Team and Extended Leadership Team are championing the role of culture change. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the OD team does and this is refreshing. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. (August Update). Discussions have taken place with the Chair of Resources Overview and Scrutiny regarding Culture Change and a joint presentation took place on 20th September at O&S for the Corporate Director Finance & Governance, HR Director and Assistant Director ICT&D regarding transforming BCC. The committee to follow up in the new year (October 2018 update)
2.4	Tackling avoiding making difficult decisions and having challenging conversations	Workforce Strategy will include continuing to promote a culture of resilience and transparency, especially in challenging contexts.	Councillors and officers will be confident in making difficult decisions and having challenging conversations. [Culture dashboard – September 2018]	Chief Executive and Leader In train. Evidence in the EMT priority based budget workshops and baseline provided through staff survey findings. Cabinet decisions regarding re-ablement and in-year budget management evidence willingness to take difficult decisions (August 2018). Further difficult decisions will be taken as part of the ongoing budget process. E.G freeze on non-essential spend (October Update)

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	
2.5	Collegial working – a one-council approach is needed.	CEO and CMT to develop a joint, overarching approach. Effective communication and engagement plan	Directorates will no longer work in silos and activity across directorates will complement rather than duplicate. [Culture dashboard – September 2018]	CMT In train. Evidence in the EMT priority based budget workshops. (July Update) Open and Transparent talking, team work, ownership and accountability are a constant theme through CMT discussions. An example of collegial working is the recent discussions by a Council cross working group from a number of different Directorates all working together on some key challenges facing BCC. (September Update 2018)
2.6	Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working.	Effective use of data in planning 4 year Council Plan.	Regular insight, intelligence and policy 'products' that provide purposeful <i>analysis</i> to inform CMT and EMT decision-making to enable and support continuous improvement. (July 2018 onwards)	Assistant Chief Executive and Chief Operating Officer Data and insight on the state of the city and residents' views were used to develop the council plan priorities. A similar product is being used for the city partnership board in September. Functional changes proposed in CEO restructure to strengthen this functionality. (August Update).). Some changes made to performance reporting with further improvements to be implemented. COMPLETE PENDING BIIP REVIEW
2.7	Optimistic staff attitude	Development and training Continue to promote a positive culture Regular dedicated sessions at CMT, ELT and engagement with the whole workforce. The new CEO provides weekly bulletin to all staff and members.	Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement. [Culture dashboard – September 2018] CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in year 1 2018-19. More personal touch to staff awards by CEX and Leader and this will be done on site at the employee's place of work for recognition of job	Chief Executive and CMT Workforce strategy / culture dashboard in train. (July Update). Workforce strategy complete. Going to CMT on 24 September. (September Update). Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the OD team does and this is refreshing. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3 (October Update)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
3.1	ELT with good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda	Senior officer development programme including: <ul style="list-style-type: none"> • Induction • Information • Guidance • Peer support Dedicated ELT development sessions on good governance and new, structured approach to strategic ELT topics with emphasis on peer learning.	Revised induction and development programme underway (by October 2018). External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)	Chief Executive and CMT In train. More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). The draft 2017/18 Annual Audit findings letter has not highlighted any issues of concern in respect of any paucity of officer advice on good governance.
3.2	Chief Officers' communication, engagement and collegial working (for example, LGA's recommendations for improving internal communications will be used to inform our approach) ⁹	Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items. ELT to be made more strategic with structured approach to strategic workshop topics and transparency / inclusivity about strategic direction. Improved policy and communication products at CMT & ELT. Improved use of technology to break down staff barriers – yammer, social media and blogging / CEO updates.	CMT and ELT actions underway by July 2018 Directorates will no longer work in silos and activity across directorates will compliment rather than duplicate. (on-going) Improved staff survey response rate (September 2018) and steady increase in staff morale and engagement measures (Yr2,3&4)	Chief Executive and CMT CMT structure and ways of working reviewed in April 2018. Standing forward plan, standing agenda items and new ways of working (through SharePoint) up and running. Attendance and rigour of review/ decision making improved, but maturity and more grip required. (July Update). Improved policy products now regular slots at CMT, including the consultation tracker; the policy bulletin; regular strategic policy briefings Yammer, social media, CEO updates all now BAU. COMPLETE PENDING BIIP REVIEW
3.3	Comprehensive and transparent advice to Elected Members to support effective decision-making	Establishment of forward plan and rigorous application of renewed CMT discipline – with cross-functional debate and risk / professional assessment prior to advice being formally provided to elected members (through Cabinet portfolio briefings or EMT.) Implementation of a revised budget and performance board, with monthly updates provided with transparency around any changes / decisions required.	Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. (July 2018) Improved transparency of Budget and Performance Board updates and decisions. (July 2018)	Chief Executive and CMT CMT, EMT and groups / scrutiny forward plan in place and reviewed weekly. Monthly performance / budget board(s) in place for CMT and relevant Cabinet members. (July Update). August performance / finance CMT and EMT and Budget Board processes in-train and shared with BIIP. Performance workshop planned with BIIP in September. (August Update). Performance Workshop held in October 2018.

⁹ [LGA - Top 10 tips for better internal communications](#)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>More proactive senior officer involvement in O&S processes –including engagement in development of O&S work programme, and then senior officer support to O&S chairs to challenge policy development and advice / scrutiny of policy implementation.</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p> <p>Improved evidence and insight underpinning officer advice and options / implications presented to elected members.</p>	<p>Actions arising from O&S review to be implemented. (September 2018)</p> <p>LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018).</p> <p>Review of insight and intelligence functions and products to CMT and EMT (September 2018)</p>	<p>O&S cycles of meetings complete with pro-active Cabinet and CMT member involvement in all sessions.</p> <p>Lean review and insight functional review in-train</p> <p>Restructure proposal out to consultation with proposed integration of policy, Public Health analytical capacity and performance / insight functions. New Head of Research and Programmes appointed in June 2018. (August Update). Consultation closed process on-going (October Update)</p>
3.4	Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP ¹⁰ and building on good practice from Barnet Council ¹¹ and Nottinghamshire County Council ¹²)	<p>Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council.</p> <p>There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so.</p> <p>The new CEX is keen to run regular face to face sessions with the Leader as a</p>	<p>All staff will receive a full induction to the council within 2 months of starting. (As of September 2018)</p> <p>Staff report (as part of survey) increased visibility of</p>	<p>Chief Executive and HR Director The Chief Executive and HR Director have met to discuss Employee Induction, with the new Chief Executive sharing ideas that she has observed have worked well in other authorities and combining this with the experience of the HR Director – a new approach will be introduced which will be much more personal and provide a combination of learning, i.e. mixture of face to face; e-modules and networking opportunities to learn. (July Update)</p> <p>Learning from other Local Authorities through on-site visits has begun and will be continual to compare and inform BCC's approach. Induction was discussed at ELT on 12th September during the Workforce Strategy session</p>

¹⁰ [Induction Factsheet - CIDP](#)

¹¹ [Barnet Council - Employee Handbook and Induction Checklist](#)

¹² [Nottinghamshire County Council - Employee Induction Guide](#)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		welcome and introduction to BCC – this is work in progress.	senior management	<p>and the feedback will be collated into the Workforce Plan. (September Update 2018)</p> <p>On boarding discussions occurring re new starters to the organisation in 2018 to capture feedback and learning from their experiences to build into new inductions process. Actions on induction detailed in Workforce Strategy. (October Update)</p>
3.5	A modern and fit-for-purpose workforce	<p>A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: -</p> <ul style="list-style-type: none"> - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeships and graduate development - Industrial relations processes and engagement <p>Staff survey as baseline for council improvement. The key indicators from the survey to be used and the trend analysis and the most recent baselines TBA</p>	<p>Completion of workforce plan (September 2018)</p> <p>Monthly monitoring of a new basket of internal 'organisational health' workforce measures (October 2018 onwards)</p> <p>Staff survey (September 2018) Most important measures</p> <p>Improved employee engagement and confidence.</p> <p>Improved sickness absence.</p> <p>Changed workforce demography. To better reflect the demography of the city</p>	<p>HR Director Work has begun on the production of the renamed Workforce Strategy 2018-2020 and associated plans. (August Update). An engagement session was held with the Extended Leadership Team on 12th September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24th (September 2018).</p> <p>Organisational Health measures will be developed once the Workforce Strategy is agreed.</p> <p>Staff survey has been completed with a 26% return providing a baseline position. (Headlines attached).</p> <p>The free text boxes utilised during the survey included the opportunity to comment on values and behaviours and providing a message to the new Chief Executive. 2,500 messages were submitted. (September Update)</p> <p>Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>Cabinet report approved for implementation of new Enterprise Resource Planning system for HR/ Payroll and Finance transformation programme, which will assist in terms of new ways of working; talent management; appraisals; induction; apprenticeships etc; succession planning and improved business processes . (October update).</p>

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			Improved motivation and morale in employees. Leaders and employees are advocates for BCC.	

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.1	An agreed City Vision and clear lines of accountability for areas of partnership activity.	<p>Further work with Partners implementing agreed review of partnership structures, priorities and aligned work programme towards owned partnership KPIs in support of the achievement of a shared vision.</p> <p>Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework.</p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results.</p>	<p>Officer engagement with partners March-June 2018</p> <p>Political review, engagement and launch of proposed new partnership model June – July 2018.</p> <p>Implementation of changes following summer of engagement (September 2018)</p> <p>Formal adoption of a new partnership outcome and accountability framework (April 2019)</p> <p>Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – January / February 2019.</p>	<p><u>Chief Executive and CMT</u></p> <p>First meeting of the City Partners Board took place on 19 September with representation from all sectors, using a distributed leadership model. The meeting will be facilitated by the Rt Hon. Jacqui Smith. Strong young people representation at the board who contributed. Positive energy and commitment was created and clear actions agreed. The next Board will be in December. Preparatory work underway with theme leads (October Update)</p>
4.2	A revised Vision and Priorities for the Council	<p>Integrated planning, priority-setting and budgeting planned with CMT and EMT post-election – based on insight, the administration's manifesto and advice regarding service priorities / demand pressures.</p> <p>Following elections, Cabinet portfolios are changing to correspond with the new priorities.</p> <p>New Vision and Council Plan to be agreed by Cabinet.</p>	<p>Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. (June 2018)</p> <p>Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles (July 2018 onwards).</p>	<p><u>Chief Executive and Leader</u></p> <p>Council Plan in place and new Cabinet portfolios confirmed. (July Update). COMPLETE PENDING BIIP REVIEW</p> <p>Chief Officer restructure proposals progressed through JNC and due to be consulted with staff in July 2018. (July Update). Restructure proposals out to consultation (August Update). Restructure proposal still out to consultation closed on September 19. Process ongoing (October update)</p>
4.3	Effective strategic performance management	<p>Strategic review of performance framework required, in concert with production of Council Plan 2018-2022.</p> <p>This refreshed performance management framework will integrate priority outcomes</p>	<p>Revised strategic framework in place by July 2018.</p> <p>Monthly finance and performance reporting to CMT, EMT, and Cabinet</p>	<p><u>CMT</u></p> <p>Monthly performance and finance sessions underway – having begun in June 2018 – and reports shared with MHCLG and BIIP. (July Update)</p> <p>Finance monthly reporting now refined and cycle in place for future reporting</p>

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>and measures; service outcomes and measures; and governance / improvement plans with key priority areas for improvement along with milestones to monitor progress to be included in the new Council Plan 2018-2022.</p> <p>Future KPIs will be mapped back to the new vision and priorities. Monthly CMT and EMT will review reports and take action to address resource or performance-led interventions.</p> <p>Improvement block included in Council Plan.</p> <p>Revised Council-wide performance toolkit to provide peer examples, a culture of learning and clarity on definitions / standards (on issues such as data quality and reporting protocols.)</p>	<p>commencing July 2018.</p> <p>Integration of revised approach into business as usual and improvement plans (September 2018)</p> <p>Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019)</p> <p>Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)</p>	<p>to <u>CMT, EMT and Budget Board</u>.</p> <p>Performance report being refined for July following agreement of measures in the Council Plan with first formal challenge in August 2018. Meeting on 13 August (August Update).</p> <p>Other actions in train (July Update).</p> <p>Joint BIIP/BCC performance workshop held in October. Follow up to be held in December (October Update)</p>
4.4	Effective 'people performance' appraisal framework ¹³	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples.</p> <p>Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.</p>	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples. (October 2018)</p> <p>Revised performance appraisal system in place, embedded and delivering improved performance. (April 2019, 2020 and 2021 trajectory)</p>	<p>HR Director and CMT: CMT and HR Director have been discussing suitable performance measures at recent meetings.</p> <p>The new Chief Executive is keen that we benchmark with others outside of the West Midlands and this is something that we are keen to explore.</p> <p>A new performance appraisal is due to be developed this year, following the feedback that has been received both on PDR and current appraisal process. (July Update).</p> <p>My Appraisal was discussed at the ELT session held on 12th September, and feedback is also being obtained from Trade Unions. Site visits to other authorities and the private sector is in progress with a number of visits already completed to share and learn from others. <u>(September 2018)</u></p> <p>Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. My Appraisal formed part of this feedback and a new process is</p>

¹³ [Performance appraisal factsheet \(CIPD\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				currently being developed. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3. (October update)
4.5	Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies) ¹⁴	<p>Priority based budget approach to be deployed in early summer as part of the council planning process.</p> <p>Integrated preparation underway for Council plan, MTFS and budget cycle.</p> <p>Robust MTFS and priority-led covering 2019-22.</p> <p>Monthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management position.</p> <p>Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.</p> <p>A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p>	<p>First cut of MTFS and budget in August 2018</p> <p>Final draft MTFS and budget / Early budget consultation October 2018 – Feb 2019</p> <p>Improved rigour of reporting September 2018 onwards</p> <p>Improved trajectory of use of reserves in 2018-19 out-turn report</p> <p>No material concerns in external audit report April 2019.</p>	<p><u>Chief Finance Officer and CMT</u></p> <p>The Council has considered updates to its forecast 2019/20 – 2022/23 budget position at EMT meetings in July and September.</p> <p>Budget workshop with EMT held on 17 September with further ones planned for 1 October and 15 October.</p> <p>Planning to take the Budget Consultation to Cabinet in November to start the budget consultation process. Continuing to develop and refine budget consultation proposals in September and early October, with a view to get final sign off from EMT and Labour Group in October.</p> <p>Reporting is undergoing continual development to ensure that it is timely, accurate and transparent. Quarterly reports will go to Cabinet; other monthly reports to EMT and on to opposition leaders and scrutiny. (July Update)</p> <p>Expectations on the use of reserves are clear – not permissible to mitigate base budget or non-delivery of savings. Any strategic use (e.g. PFS or Invest-to-save), if approved, would be documented and pre-agreed. (July Update)</p> <p>The S24 Statutory Recommendations in the Audit Findings Report for 2017/18 were considered at the City Council meeting on 11 September. Actions will be monitored by the Audit Committee.</p> <p><u>September Update</u></p> <p>Further EMT Budget Away day held on 15 October. Budget proposals are being worked up into fact sheets and the budget consultation document is being prepared for Cabinet and public consultation in November (October Update)</p>
4.6	Effective Capital Strategy (outlined by CIPFA) ¹⁵	A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.	Fully integrated Capital Strategy (April 2019)	<p><u>Chief Finance Officer and Economy Director.</u></p> <p>Capital Board is established and is meeting monthly with clear ToRs. Capital and treasury management monitoring is now reported monthly together with revenue monitoring. The formal Capital Strategy will be an output of the financial planning process in the Council Business</p>

¹⁴ [Looking forward - Medium-term financial strategies in the UK public sector \(CIPFA\)](#)

¹⁵ [Capital Strategies and Programming - Summary \(CIPFA\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		A 'total view' of Council investment and Treasury management risk associated with legacy and new capital investments		Plan 2019+. (September Update) COMPLETE PENDING BIIP REVIEW
4.7	Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA) ¹⁶	Co-ordinated revision of corporate and directorate risk registers and associated processes Reestablishment of Corporate Governance Group to oversee high risk workforce issues	Revised structure and content of corporate risk register (October 2018) Revised structure and content of Directorate risk structures (April 2019)	Chief Finance Officer and CMT This work is at the early stages of definition focussed around understanding best practice from similar authorities. A future serve will need to incorporate a mature approach to assurance and risk which embeds the culture of risk and sees the process as 'dynamic' (July Update) Our approach to risk management has been benchmarked against the CIPFA Good Governance Framework, and an action plan has been developed. This includes improving documentation and e-learning material. Liaison with Directorate Management Teams is in progress, to ensure improved ownership and the developments of appropriate actions. <u>September Update</u>
4.8	A fit-for-purpose and modern Industrial Relations Framework	a) Logistics and support b) Governance and meetings frameworks c) Style and culture d) Corporate management with members	Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018) An industrial relations framework that enables the delivery of the Council Plan and MTFS (September 2018)	Chief Executive and Leader In train – to discuss with BIIP and MHCLG (July Update). On the agenda for the BIIP September meeting.
4.9	Effective Legal and Governance Services	Revised model for provision of Legal Services ready for consultation.	Model ready for consultation with a view to implement. (September 2018) Setting new standards and effective delivery of governance function, for example, reduced external costs, improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) [April 2019]	City Solicitor CMT and EMT have been consulted and new model in operation from 01 August (August Update). COMPLETE PENDING BIIP REVIEW

¹⁶ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.10	Effective Financial Services	<p>Setting of new style and standards for financial management by finance officers</p> <p>Setting of new standards for financial management by service senior managers and training in them</p> <p>Putting in place of more reliable and more transparent financial reporting mechanisms</p> <p>Implementation to be undertaken</p>	<p>Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the corporate whole. [July 2018]</p> <p>Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019]</p> <p>Evident levels of transparency and plain English clarity in financial reporting</p> <p>Clear financial implications in all relevant report</p>	<p><u>Chief Finance Officer</u> The Finance redesign is largely complete in terms of structure. 4 senior staff will leave the Council as they could not demonstrate the skills and standards needed. (July Update)</p> <p>A new operating model has been agreed by CMT and is being embedded. An experienced interim AD has been engaged to deliver this pending the appointment of a permanent member of staff. (July Update)</p> <p>Reporting cycles and content have been reviewed and improvements made but this process will continue (July Update).</p> <p>Recruitment of interim posts nearly completed. An Interim Assistant Director of Service Finance has been appointed. <u>September Update</u></p>
4.11	<p>Effective Human Resources</p> <p>Realistic and robust operating model (for example, adopting learning from various models presented by CIPD)¹⁷</p>	<p>Workforce Strategy needed and overhaul of how the Council does JNC recruitment</p> <p>Embedding and review of efficacy of new model</p>	<p>New model fully effective from September 2018.</p> <p>Continuous systems and process reviews [April 2019 onwards]</p>	<p><u>Director of HR/OD</u> The new operating model for Human Resources became live on 1st March 2018, with spans and de-layering and a new organisational structure. The teams are now c70 head count less than last year.</p> <p>A whole service redesign commencing on 1st May 2018 to review all current processes and practices. It is a whole HR Redesign end to end following system thinking principles. This includes strengthening the customer experience. This includes examining purpose; adding value; understanding capability and capacity and barriers to change, reduces waste and introduces longer term change than the usual business process re-engineering method..</p> <p>Show and Tell sessions have taken place with the HR Leadership Team and managers with more planned regularly and throughout the summer. (July Update).</p> <p>Director of HR now reports directly to the CX. (August Update)</p> <p>There will be on-going continual improvement and skills transfer into the HR & OD teams so that they can be self-sufficient in the change methodology used, which is 'BRUM' change methodology (which has been developed in collaboration with external partners and in-house expertise, and is currently</p>

¹⁷ [Changing HR Operating Models \(CIPD\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>being trialled in HR and also in Homelessness). (September 2018)</p> <p>Through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>HR Re-design commenced in May 2018 and is on-going re continual development. October update.</p>
4.12	Effective ICT Service	<p>Council framework for prioritisation of ICT needs to be agreed by CMT with input from elected members</p> <p>Elected Members and CMT to confirm whether transition plan will continue in current format (as part of 2019-20 budget process)</p> <p>Deliver 2018-19 savings</p>	<p>Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018)</p> <p>First Phase Transition from Capita to the Council for April 2019</p> <p>2019-20 savings target to be confirmed</p>	<p><u>Chief Operating Officer, Assistant Director ICT</u></p> <p>New service “Information, Technology and Digital Services formed” and new ICT management arrangements are in place</p> <p>Joint Venture with Capita has been dissolved</p> <p>New ICT Governance framework implemented</p> <p>Overall roadmap agreed for the implementation of the ICT strategy (now in second cycle of review and alignment to business priorities)</p> <p>New Contract governance with Capita Implemented</p> <p>Business Case for the Transition of services from Capita agreed at March 27th 2018 Cabinet</p> <p>Transition programme now established and resourced</p> <p><u>September Update:</u> 2018-19 Transition plan currently on track Focus for 2019-20 remains on achieving savings and current plan being reviewed and re-focused. Other focus areas to achieving an effective use of information and technology across the council are being re-prioritised as deemed lower priority</p> <p><u>October Update:</u> 2018-19 Savings delivered Proposed project prioritisation approach agreed in principle; next stage detail being worked up ready for trialling in November Transition of services from Capita being re-planned balancing risk, savings and delivery.</p>

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.13	Effective Procurement and commissioning	<p>Service review to be undertaken in-year as part of budget and functional planning 2018-22.</p> <p>Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement.</p> <p>A forward plan of procurement activity with each directorate in place and continually challenged by the relevant Cabinet Member, CMT and Commissioning and Contracting Board.</p>	<p>Improved savings accrued from contracting and strategic commissioning processes.</p> <p>Improved Council performance in relation to 'social value' and local spend.</p>	<p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p>A service review has been carried out and savings proposals submitted to EMT. Ref: SS103a 19+</p> <p>A review of the SV Policy and BBC4SR has been done and is on track for Cabinet on 11/12.</p> <p>A quarterly report of savings and income from contracts goes to CCMB</p> <p>A review of the Top 50 contracts and all live contracts has been undertaken to assess new or enhanced opportunities. This is being informed by data from other West Mids Authorities' top 50 suppliers.</p> <p>CPS is actively engaging in consolidation reviews for cashable savings, income and efficiency improvements particularly around Transport and Fees and Charges work streams.</p> <p>Development of Commissioning and Procurement Plans continues with a target date to CCMB and CMT in October. (On track)</p>

5 Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
5.1	Community Cohesion	<p>Continuing work on network</p> <p>Convening of Youth Seminar on cohesion</p> <p>Finalise strategy, engage group representatives and consult on draft strategy</p> <p>Ongoing engagement with MHCLG and WMCA</p>	<p>Draft strategy for May 2018 with final strategy in place for September 2018</p> <p>Implementation dates to be agreed.</p> <p>Approach to community dialogues and conference approach to learning / practice sharing to be in place by November 2018 and then repeated on an annual basis thereafter.</p>	<p><u>Cabinet Member Community Safety and Cohesion and ACE</u></p> <p>Draft strategy out for consultation. Engagement and consultation is underway prior to 'white paper' being brought back in October. (August Update)</p> <p>Birmingham Partners facilitation group tasked with supporting a facilitation plan for the November 'summit'. (August Update)</p> <p>Analysis of the consultation is complete. White Paper due to go to Cabinet on 13 November. Going to CMT on 24 September. Planning 10 partner events across the city continue the engagement and dialogue and to share learning. (October Update)</p>

5 Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			Suite of performance measures in development through research and national / local research (Sept 2018)	
5.2	Equalities and Diversity	Production of a new Equalities Policy for discussion Proactive review of impact around budget and other decisions – in concert with legal colleagues	Revised equality policy and associated evaluation framework to be in place by December 2018 ; alongside whole-system review of Council systems and processes.	<u>Assistant Chief Executive</u> Council project group underway and reviewing best-practice and self-assessing against LGA framework. Dedicated SLT session planned for September 2018 followed by policy / process review. Alignment ensured for new workforce strategy. (August Update) ELT session held on 12 September and had reps from employee networks such as LGBT and black workers network. Internal stocktake undertaken to assess where the organisation is against the LGA equalities framework. <u>(September Update)</u>
5.3	Equal Pay	Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.	Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in August 2018 . Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.	<u>City Solicitor</u> Mitigating strategy has developed and high level principles approved by Equal Pay Executive Sub-Group in August 2018. A timetable now developed with implementation strategies programmed to deliver mitigation – the implementation of the revised Waste Management MOU September 2018 is a key requirement of this strategy. <u>(September update)</u>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
6.1	City-wide Partnership Framework	<p>Further engagement with Partners implementing agreed review of partnership structures.</p> <p>Discussion about focus on city-wide objectives and shared values</p> <p>Consideration with key partners about way forward, based on shared accountability for achieving shared goals</p> <p>Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning.</p>	<p>Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners (August 2018).</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. (October 2018)</p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results. (October 2018)</p>	<p>Leader, Assistant Chief Executive Interviews held with partners throughout March – June and precise actions being addressed around statutory partnerships. Chief Executive and Assistant Chief Executive leading this process in concert with Chief Officers. (July Update)</p> <p>Joint signatures committed to a letter from the LoC in order to launch a Partner board in September 2018. Reaction to the letter has been very positive, and agencies across the city are actively working to nominate representatives to that Board. (July Update)</p> <p>Other activity in train in advance of deadlines (July Update)</p> <p>City Partner's Board took place on 19 September. Facilitated by the Right Hon. Jacqui Smith. A distributed leadership model has been adopted with next session planned for December. (October Update)</p>
	Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge	Statement to be produced with partners and communicated and applied across the organisation and externally.	Building trust between the council and all our partners as tested by monthly 'temperature take' evaluation framework (July 2018 onwards) and 6 monthly partner survey (January 2019) .	<p>Assistant Chief Exec. Monthly temperature takes have commenced and will continue throughout the coming months. (July Update) Monthly temperature takes continue during August (August Update).</p> <p>Monthly temperature takes continue throughout September <u>(September Update)</u> A key priority of the city board is to refine an asset-based vision for the city which all partners can coalesce around. This work will be undertaken in October, with a non-Council sponsor, and considered in the December 2018 follow-up board. (October update)</p>
6.2	Children and Young People's Partnership	<p>Development of partnership options and consultation on model. Timescales TBA</p> <p>Agreement on how children at heart of Council strategy. Timescales TBA</p> <p>Completion of a CYP Plan to link into overall council strategies. Timescales TBA</p>	Creation of a strategic 'home' for Children and Young People's issues in partnership and improved trust / joint working / risk and practice sharing across the CYP landscape.	<p>Director of Children's Services Senior leaders from the Health and Birmingham city council met to discuss establishing a new Children's partnership for the city <u>.(September Update)</u></p> <p>Update for October</p> <p>Birmingham Children's Improvement Forum will meet on 26 November to progress this work and look at recent learning from inspections across Birmingham and the way forward. Representation from the Council, NHS, Police, Birmingham Children's Trust and Third Sector with attendance from Chief Executives, Lead Officers and also Elected Members .</p>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
6.3	Community Safety Partnership	<p>More consideration with partners of current strategy.</p> <p>Emphasis on Domestic Homicide reviews and linkages with other statutory partnerships.</p> <p>No further update required</p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework.</p> <p>No further update required</p>	<p>Place Director</p> <p>Meeting with the Chair, police and council representatives has taken place where it was agreed to review the governance strategy for Birmingham's Community Safety Partnership.</p> <p>Key deliverables achieved are:</p> <p>Delivery of the 2018/19 Strategic Assessment and Control Plan (in progress)</p> <p>Production of the BCSP Annual Report 2017/18</p> <p>Implementation of efficient procurement and invoicing systems in 208/19</p> <p>Negotiation with the Office of the Police and Crime Commissioner to secure legacy funding of £1,173,000 for BCSP in 2018/19</p> <p>Representation and input into the West Midlands Community Safety Partnership</p> <p>Delivering approximately 75% of actual spend against 2017/18 Community Safety Fund, with slippage of 25% carried forward into 2018/19</p> <p>Consultation and agreement from BCSP to top slice the 2018/19 CSF allocation to enable the employment of 2 FTE as Local Community Safety Managers for 12 months, thus providing a new City Centre LCSP and ensuring that the budget pressure for employing these managers did not rest solely with Birmingham City Council.</p> <p>Launch of the DV Strategy</p> <p>Drug testing at the Made Festival in Perry Park (July 2018)</p> <p>The Gangs and Violence Commission report that provides specific recommendations to prevent and protect individuals and communities. The OPCC is now developing a commissioning framework to deliver these recommendations (to a value of circa £1million)</p> <p>£275,000 allocation to the Youth Offending Team commissioned directly by the OPCC and a bid to the Home Offices' Early Intervention Fund (up to the value of £350K in each of 2018/19 and 2019/20)</p> <p>(October Update)</p>
6.4	Health and Well-being Board	<p>Concerted corporate direction with whole Cabinet about HWBB and STP.</p> <p>Delivery against CQC action plan.</p> <p>Revisions to membership, agenda and ways of working for H&WB</p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework</p> <p>Evaluation of actions and improved outcomes against CQC action plan</p>	<p><u>Corporate Director Adult Social Care and Health</u></p> <p>The forward programme is addressing major issues in the care and health system. Greater focus is being placed on children and young people. Profile is being strengthened along with relations with other partnerships e.g. safeguarding boards</p> <p>The HWB is increasingly seen as a key corporate vehicle for improving health. Feedback from DoH on the delivery of the CQC action plan is positive. Membership has been widened and strengthened.</p>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>Statutory responsibilities are being delivered.</p> <p>The forward programme is addressing some of the challenges that will become of greater importance in the future and will challenge partners to begin the process of identifying actions in the here and now. (September Update)</p> <p>An away day was held involving Members of the Health and Wellbeing Board. It was facilitated by the LGA and was well-received. There was a high level of engagement and enthusiasm to change the way the Board works to ensure it provides leadership on the major issues concerning health and wellbeing. It was agreed that the priorities will be revisited so that there can be a greater degree of focus on a smaller number of priorities so that the Board can ensure tangible improvements are delivered.</p>
6.5	Birmingham and Solihull STP Board	<p>Need to maintain engagement to promote integrated approach to health and social care services across BSol.</p> <p>Need to ensure appropriate links to Council's governance processes, Corporate and Directorate Business Plans and Budget setting processes.</p> <p>Need to increase link to CYP Directorate</p>	Improved performance in line with agreed STP outcomes and evaluation frameworks.	<p><u>Corporate Director Adult Social Care and Health</u> Vision and priorities revised and engagement strategy with Boards, Council and public agreed</p> <p>Council will need to engage in the engagement events. Agreed that the System Lead will come to a meeting with Members to bring them up to speed about the STP</p> <p>All of the work streams are required to develop their priorities and work plans. Ageing Well continues to push forward and the independent partner is working in Birmingham to help move the programme forward at pace.</p> <p>Good progress continues to be made in line with agreed timescales (September Update)</p> <p>The STP Board is engaging public health across BSol to develop the golden thread that runs through care and health activity and after an initial presentation this work will be firmed and brought back to the Board to ensure it is “wired up” properly. A presentation was made on the development of the workforce strategy and system-wide approach to apprenticeships. (October Update)</p>

7 Communications and transparency				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
7.1	Community engagement – a consistent and fair approach to whole-city engagement.	<p>The new Council Plan will outline our commitment to genuine community engagement.</p> <p>Workforce Strategy will be developed to include a plan for genuine community engagement.</p> <p>Regular engagement with communities will include face-to-face and online communication about our progress against the corporate plan to reach citizens in all areas of the city.</p>	<p>Council staff and the public will have a shared understanding of our approach to genuine community engagement.</p> <p>Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice.</p> <p>Improved residents survey measures (March 2019 results)</p>	<p><u>Director of Place and Assistant Chief Executive.</u></p> <p>Summer/Autumn of engagement on Green paper on Working Together in Neighbourhoods will conclude at end of September following discussion across the city at Ward Forums</p> <p>Consultation on the Community Cohesion Strategy concluded. Cabinet Members' roadshows in train. (September Update).</p> <p>Consultation on the Community Cohesion Strategy concluded. Cabinet report planned for November 2018.(October Update).</p> <p>'White paper' on localism planned for December Cabinet.(October Update). See separate briefing on the agenda</p>
7.2	Communications that is strategic and consistent, and supports the council's priorities	<p>Finalise strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention</p> <p>Start the formal functional consultation</p>	<p>Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. (August 2018)</p>	<p><u>Assistant Director Communications Chief Operating Officer</u></p> <p>Final design required regarding inclusion of 2022 staff in the new structure. All JDs evaluated and business case ready to go – just need clarity on budget for staffing Comms support for the CWG and if this will be with the central communications team. (July Update).</p>

7 Communications and transparency				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>Work with the development of the corporate plan to align the communications strategy</p> <p>Meet with CEO to agree draft internal comms strategy</p>		<p>Clarification given that no extra budget for 2022 communications so staffing support needs to come from the new proposed restructure in line with the reduced communications budget for 2019/20. New business case and JDs being drafted to reflect this. (October Update)</p>
7.3	Effective Communications and Marketing	<p>Finalise Communications and Marketing strategy alongside strategic review of communications to support Council Plan priorities and clearer ‘added value’ of communications to service demand management and prevention</p> <p>Restructuring to be completed</p> <p>Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet</p> <p>Implementation headlines and key milestones to be agreed</p> <p>Measures of success and evaluation proposals to be agreed</p>		<p><u>Assistant Director Communications</u> <u>Chief Operating Officer</u></p> <p>Draft Comms strategy being finalised now that the Council Plan has been agreed. Outline overview of key campaigns is ready to share with CEX and Leader, including suggested timelines and budget. (July Update)</p> <p>Research completed on citizen perceptions and insight being used to shape the channels suggested to support the key campaigns. (July Update)</p> <p>Separate work being done on 2022 activity including tender for branding and visual identity. (July Update).</p> <p>Review of communications offer taking into account budget and 2022 requirements (August Update 2018)</p> <p>New structure being costs up to reflect a reduced budget and also accommodate 2022 activity following CEX feedback on original proposals. <u>(September update 2018)</u></p> <p>Branding work for 2022 underway with an Agency appointed.</p> <p>Outline of marketing and communications activity for 2018/19 developed and being delivered, including an internal communications strategy. <u>(September Update).</u></p> <p>Work is on-going and on track (October Update)</p>

Improvement Plan Temperature Take – October 2018***Précis***

The feeling this month is one of cautious optimism – there have been some positive developments but there is an awareness that we are entering a crucially important few months where we need to deliver and demonstrate real progress. As we enter the ‘crunch zone’ focus is narrowing down on the key areas that need improvement, including transparency and accountability around decision making. We need to keep up the energy and momentum around the improvement process and build on early successes and signs of progress, including renewed engagement from partners. The role and proper functioning of audit and scrutiny committees will be key in upcoming months. There is a need to reinvigorate the Birmingham Community Safety Partnership which is an important area of partnership work.

CLlr Robert Alden (Leader, Conservative group) – 10/10/2018

- Biggest concern at the moment is late/private reports. Papers continue to be submitted late to Cabinet which prevents effective scrutiny and challenge, and thus robust decision making. A fundamental governance issue with consequences for transparency and accountability.
- Continued feeling that BCC continues to struggle with making and implementing the difficult decisions. Often decisions are made and then not implemented or progress is slow, with budget implications.
- Too early to say how the audit and scrutiny coordinating committees are functioning, but it seems that they have played a good role so far in the budget setting process. Will see how this develops and whether they have access to the information they need to work properly.

Phil Jones (Grant Thornton) – 11/10/2018

- In ‘watch and wait’ mode. Signs remain positive but need to retain a level of professional scepticism until we get further along in the budget process. Where problems have occurred in the past, it has been at the later stages. Ambitious savings are needed in the medium-term which will involve drastic changes, but it is not yet clear what these changes will involve.
- Relationship with unions remains critically important and intersects with some headline issues such as equal pay, the new waste operating model and the enablement service restructure.
- Next few months are crucial for BCC’s future – by December we should have a better idea of whether the Council’s response to the audit letter is sufficient and what the 2018/19 final position is likely to be.

Sean McGrath (West Midlands Fire Service) – 11/10/2018

- Recently returned to Birmingham and still building key relationships and knowledge of how things are currently working.
- As a new observer, it is not clear what the Birmingham Community Safety Partnership (BCSP) does and how it works with partners, including local community groups.

Penny Thompson (Chair, Birmingham Safeguarding Children Board) – 11/10/2018

- Not sure that there has been any real progress in clarifying arrangements for an over-arching children’s partnership in Birmingham.
- There is a need to develop a relationship of trust and respect with partners that really recognises our co-dependencies. What we can achieve together for Birmingham is exponentially greater than what can be achieved as individual bodies.
- System-wide discussions about key issues should become the norm, rather than one-off occurrences. BCC needs to engage more with partners and co-produce solutions rather than trying to solve problems on its own.

CLlr Paulette Hamilton (Cabinet Member, Health and Social Care) – 11/10/2018

- Cabinet members will face some challenges over the next few months but are settling in well and in a good place.
- There are still occasional issues with the quality of information coming to members from officers. The member-officer relationship can be damaged when members are reassured that plans will be implemented and then they aren’t, or if data isn’t right.
- Concerned that the Health and Wellbeing Board (HWB) is under-resourced and needs more support to deliver what needs to be delivered. It feels like there is a disconnect between the HWB and partners so it is hard to see how everyone’s work joins up. Partners need to be confident that their work is feeding into the HWB or we may lose some goodwill.
- The ongoing restructure can make it difficult for directorates to work together to deliver joint savings and reshape services. Until the new structure is agreed there is limited space for strategic discussions and the focus tends to be on ‘cuts’ rather than transformation.

CLlr John O’Shea (Chair, Audit Committee) – 11/10/2018

- Positive about the BIIP and how the BCC/BIIP relationship is working. I am optimistic about our progress but there is a difficult period ahead of us. We still need to prove we are serious about changes.
- The role of the Audit Committee will be vital in driving improvements this year, and then potentially transitioning to a new model in 2019/20. We are starting to tackle some big issues such as the Commonwealth Games and Paradise Circus. We have heard concerns around transparency and accountability and will be working with scrutiny chairs around their part of the process and how late papers can be managed and, where appropriate, challenged.
- Looking forward to developing a peer mentoring relationship with members at Rotherham Council – have discussed with the Leader how this could be a useful tool for BCC’s development

CLlr Cotton (Chair, Co-ordinating Overview & Scrutiny Committee) – 11/10/2018

- Attention at the moment is focused on the budget process, especially in light of the audit letter. Pleased with scrutiny’s role in the budget process and input – think that we have really added value. Would like to get involved at an even earlier stage next time and become integral part of the process.
- The audit letter highlighted some serious issues and we need a broad understanding across all members about what it means and the consequences for the Council.
- Relationship with BIIP is working well, good to have open conversations with the BIIP about their expectations of the overview and scrutiny committees and how these should function. Peer support and development for members is important and we are taking advantage of opportunities. Had a really positive session with LGA on Monday 8 October.

CLlr Hunt (Leader, Liberal Democrats Group) – 11/10/2018

ITEM 6

- In a bit of a ‘limbo’ period at the moment, waiting for various updates and to see what comes out of the budget process. Need to see if BCC can come up with a workable budget that balances the books and can be delivered.
 - BCC needs to have an effective dialogue with the public about the challenges we are facing and the decisions we need to make. This is a real culture change and we need to make everyone aware of what we are working towards.
 - Continuing concerns about late/private reports and impact on transparency/accountability.
- Cherry Dale (Chair, Birmingham Safeguarding Adults Board) – 11/10/2018**
- Feeling cautiously optimistic – genuinely thinks that we are regaining the trust of partners across the city and showing our commitment to working together. Now is a pivotal time to build on that trust and show that real change is happening.
 - The role of the BCSP is critical – we need to refocus and re-energise the BCSP and ensure that it is working the way we (and Birmingham) need it to.
 - Broadly positive about feedback from the first City Board and the three outcome areas that have been identified (homelessness, violence including knife crime, and childhood obesity). However, thinks that the violence outcome should be expanded to also look at exploitation and the ‘ripple effect’ of early childhood experiences. At this stage we should be widening the violence agenda rather than prematurely narrowing down.



