



# Future Council Programme

## Organisational Improvement Action Plan - Highlight Report

May 2015

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# INTRODUCTION

This is the monthly report on progress that the council is making against the Organisational Improvement Action Plan, which was created in response to the recommendations made by the Kerslake Review. The Action Plan is externally monitored by the Birmingham Independent Improvement Panel.

The Action Plan is part of the council's Future Council Programme. This is the means by which we will deliver a changed council role and relationship with the city, our citizens and our partners, and redefine how we deliver services to best meet the needs of our communities in line with our medium term financial strategy.

This highlight report is structured around the themes of the Action Plan. It picks out the main areas of progress that the council has made and will be shared with the Panel to inform their reporting.

# IMPACT: HOW DO WE KNOW IF IT IS MAKING A DIFFERENCE?

The Action Plan set out our vision for the way that the Council would operate in the future through implementing these changes. We are developing measures to assess the impact, but much of the evidence will be qualitative and based on feedback from our citizens, partners, Members and staff.

The Action Plan was signed off by the Panel in late March. We have made progress in terms of actions. Understanding the difference they make and whether sustainable change has been achieved will be determined through :

- The Panel's view of our progress
- Measures in the programme: outputs and outcomes

Vision – as set out in the Organisational Improvement Action Plan

## Leadership and Strategy - Vision

1. We have clarity of purpose as an organisation: one vision, one set of priorities and one plan, and we know the part we each play in delivering those
2. We have transparency in prioritisation, planning, and decision making
3. Our decisions are based on robust data analysis and options appraisal
4. Solutions are sought through cross-party dialogue
5. There is a clear distinction between member and officer roles and responsibilities that is understood and observed in practice
6. We feel comfortable having "difficult conversations" and know the forum for them
7. The role of support services is clearly enabling and supporting service delivery
8. Things get done: our conversation at meetings focuses on outcomes, implementation, progress and solutions - not excuses why we haven't
9. We have time to think, to lead, to invent, and to innovate
10. We are willing try things out: we accept the risk of "positive failure" and learn from experimentation – and our people feel safe to do this
11. We are true to our values

## Size and Structure - Vision

1. We have continuity and stability in our plans and policies at a city level because elections happen every four years
2. We have a logical alignment and ratio of councillors to residents
3. Councillors and officers have a closer relationship with communities and are seen as community leaders, facilitators, and developers/partnership makers
4. There is a greater sense of place with local councillors scrutinising impact of services on the ground in their areas
5. Our regional authority enables us to take on larger, more strategic development projects, access additional funds, and gives partners a more consistent experience in engaging with us
6. The region has a greater voice and national profile and can lobby on behalf of the region to support local prosperity and economic development

## Financial and Performance Management - Vision

1. There is clear alignment between our outcomes-driven council plan and the human and financial resources available
2. We have clear priorities owned by our staff and reflected in our plans
3. We have meaningful medium term planning
4. Our performance measures match our priorities and what we are trying to achieve
5. The senior team has a clear line of sight on performance – are we delivering against our priorities
6. We understand the reasons for under-performance and we intervene in a timely and appropriate manner to get back on track
7. Accountability is clear and understood with consequences - for delivery and non-delivery – reflected in our performance management framework
8. With accountability comes clear and real authority to make it happen
9. We have open and honest conversations about performance that are constructive and focused on solutions (not the person)

## Communities and partnerships - Vision

1. Our default position is to ask how we engage our partners and communities
2. We behave as magnanimous, sometimes humble, leaders, driven by what is best for the city
3. We have a shared ambition and vision for our city with our partners
4. We are fully supportive of developments that benefit the city even if we are not involved or leading
5. We create the conditions for others to progress ideas and developments that benefit our communities and the city
6. We play our part – and sometimes that means getting out the way of others
7. Our partners and communities see us as approachable and easy to engage with
8. Our concept of partnership goes beyond the traditional concept of public sector agencies and we engage with anyone for the benefit of the city

# How are we progressing against the Organisational Improvement Action Plan?

ACTION PLAN 1	LEADERSHIP AND STRATEGY	Lead/Snr Owner	
	ROLES, RESPONSIBILITIES AND CULTURE	Lead/s	Director Delivery

Q'tly milestones	Q4: January – March 15	Q1: April – June 15	Q2: July – September 15	Q3: October – December 15	
	<ul style="list-style-type: none"> <li>Member roles in HR clarified and changes implemented</li> </ul>	<ul style="list-style-type: none"> <li>Launch performance review process &amp; member development</li> </ul>	<ul style="list-style-type: none"> <li>Cultural change programme implemented</li> </ul>	<ul style="list-style-type: none"> <li>New support service model operational?</li> </ul>	
	Completed	On track			

ACTION	HIGHLIGHTS ON PROGRESS	NEXT STEPS	WHEN	WHO	ON TRACK	IMPACT
<b>Roles &amp; Responsibilities</b>	<ul style="list-style-type: none"> <li>Proposals for formal member development programme being created in conjunction with assessment of member training priorities / needs</li> <li>Induction plan for new members in place for post-election period</li> </ul>	<ul style="list-style-type: none"> <li>Workshops with EMT to clarify roles and ways of working (end May – October)</li> <li>Deliver general induction programme plus development of more tailored piece of work for Scrutiny and District chairs / vice chairs (see Devolution)</li> </ul>	Q1 – Q2	Director Delivery	High	Med
<b>Shared Expectations: capacity, capability and performance</b>	<ul style="list-style-type: none"> <li>New performance and development review process “My Appraisal” ready for launch across the organisation, clarifying expectations / behaviours for staff</li> <li>Design of 360 reviews for senior managers completed</li> </ul>	<ul style="list-style-type: none"> <li>360 review process to be launched with Corporate Leadership Team in May, and rolled out across remainder of JNC staff by September</li> </ul>	Q2	HR	High	High
<b>Support Services and Leadership Capacity</b>	<ul style="list-style-type: none"> <li>Proposals for augmenting strategic leadership capacity being prepared for initial discussions with political leadership</li> <li>Discussions underway with DCLG to explore possibility of additional resourcing for specific areas of the change programme</li> </ul>	<ul style="list-style-type: none"> <li>Agree way forward to address strategic capacity issues</li> <li>Design new roles to meet strategic capacity requirements</li> </ul>	Q1	CExec	Med	Med
<b>Culture</b>	<ul style="list-style-type: none"> <li>Forward – the Birmingham Way culture change roadmap prepared, defining activity for Yr1 and clarifying expectations for Yr 2 and 3. To be shared with Members post-election.</li> </ul>	<ul style="list-style-type: none"> <li>Identify some early fundamental signs/symbols of change</li> <li>Engage with directorates to develop a targeted plan for each directorate (engagement May-July)</li> </ul>	Q1	CExec	Med	Low

## How are we progressing against the Organisational Improvement Action Plan?

ACTION PLAN 2		LEADERSHIP & STRATEGY		Snr Lead/ Owner					
		STRATEGIC PLANNING		Lead/s		Director of Finance, Head of Strategy, Director Delivery			
Q'ly Milestones	Q4: January – March 15		Q1: April – June 15		Q2 July – September 15		Q3: October – December 15		
		<ul style="list-style-type: none"> <li>Design of council transformation programme</li> </ul>		<ul style="list-style-type: none"> <li>Vision, purpose and design principles</li> <li>Draft planning framework</li> </ul>		<ul style="list-style-type: none"> <li>Implementation of long term planning approach and planning framework</li> </ul>		<ul style="list-style-type: none"> <li>Options for future models</li> </ul>	
		Completed		On track					
Theme	HIGHLIGHTS ON PROGRESS		NEXT STEPS		WHEN	WHO	ON TRACK	IMPACT	
<b>Strategic and Financial Planning</b>	<ul style="list-style-type: none"> <li>Active evaluation of approaches to the formulation of a long term planning and budget process.</li> <li>Positive event held with key partners on planning assumptions – identified opportunities for joint planning and delivery and agreement to continue the dialogue.</li> <li>Strategic framework - vision, outcomes, design principles – is taking longer than expected to develop and agree. Revisited by CE's leadership team 5 May and commitment to carve out time to progress and sign off by end May.</li> </ul>		<ul style="list-style-type: none"> <li>Further review of vision, purpose, and design principles with CE leadership team; share with new Cabinet and sign off at end May.</li> <li>Sign off the methodology for the core stage and mobilise team to initiate implementation end May.</li> <li>Partners event early June to focus on action and progressing opportunities identified at April event.</li> </ul>		Q1	Director Finance  C Exec  Director Delivery	Low	Low	
<b>Planning and Performance Framework</b>	<ul style="list-style-type: none"> <li>Light touch review of the current performance framework has been completed</li> </ul>		<ul style="list-style-type: none"> <li>Agree actions and implementation plan</li> </ul>		Q1	Head of Strategy	Med	Med	
<b>Future Operations</b>	<ul style="list-style-type: none"> <li>Future Council programme progressing with detailed action and resource planning</li> <li>Internal recruitment process completed to identify capacity and capability within the organisation to deliver the future council programme - and ready to make offers and deploy resources</li> <li>Governance being developed</li> </ul>		<ul style="list-style-type: none"> <li>Completion of recruitment processes for internal change team and deployment of resources</li> <li>Implement programme governance to monitor progress and performance</li> </ul>		Q1	Director Delivery	Low	Med	

## How are we progressing against the Organisational Improvement Action Plan?

ACTION PLAN 3	LEADERSHIP AND STRATEGY	Lead/Snr Owner	Director Delivery
	HR AND WORKFORCE PLANNING	Lead/s	Director Delivery, Director Legal

Q'ly Milestones	Q4: January – March 15	Q1: April – June 15	Q2 July – September 15	Q3: October – December 15
	• Address immediate issues in children's safeguarding	• Organisational recruitment and retention issues identified	• Review whistleblowing and new HR arrangements	• Draft strategic workforce plan developed
	Completed	On track		

ACTION	HIGHLIGHTS ON PROGRESS	NEXT STEPS	WHEN	WHO	ON TRACK	IMPACT
<b>Member roles in HR and strategic workforce planning</b>	<ul style="list-style-type: none"> <li>New HR Governance agreed at full Council and implemented: E&amp;HR Committee decommissioned, Deputy Leader has responsibility for strategic HR matters, and the Council Business Management Committee has responsibility for non-Executive HR decisions</li> <li>Trade unions are engaged in the implementation of new processes whereby members are only involved in final dismissal hearings.</li> <li>Extended Head of Paid Service responsibility for recruitment and officer matters, which recalibrates the member/officer HR governance balance.</li> </ul>	<ul style="list-style-type: none"> <li>Review of HR policies to ensure alignment with new arrangements</li> <li>Design of monitoring to assess effectiveness and compliance with new arrangements</li> </ul>	Q1	Director Delivery	High	Med
<b>Senior Leadership for HR, people change and workforce planning</b>	<ul style="list-style-type: none"> <li>Director Delivery and two senior leads for Organisational Development and HR in place to provide senior capacity, capability and leadership</li> <li>Proposals for HR and OD restructure (senior level roles ) now out for informal consultation with Business Partners</li> </ul>	<ul style="list-style-type: none"> <li>Agree permanent roles for senior leadership</li> <li>Processes to fill senior HR and OD specialist roles with permanent appointments will be completed</li> <li>Detailed design work for the restructure of HR, OD and H&amp;S to be completed as part of the support services review</li> </ul>	Q1	Director Delivery	High	Med
<b>Recruitment and Retention Issues</b>	<ul style="list-style-type: none"> <li>Workforce plan for children's safeguarding, including recruitment and retention created.</li> </ul>	<ul style="list-style-type: none"> <li>Create organisational development strategy for children's safeguarding to deliver cultural and workforce change</li> <li>Assessment of recruitment and retention issues across the wider organisation</li> </ul>	Q1	Director Delivery	Med	Low 7

## How are we progressing against the Organisational Improvement Action Plan?

ACTION PLAN 4		SIZE AND STRUCTURE		Lead/Snr Owner				
		DEVOLUTION, ADMINISTRATION AND LOCAL DELIVERY		Lead/s	Head of Electoral Services, Director Localism, CExec			
Q'ly milestones	Q4: January – March 15		Q1: April – June 15		Q2: July – September 15		Q3: October – December 15	
	Community Governance Review consultation completed		Submission of initial report on Council size to Boundary Commission		Future purpose and remit of District Committees		New administrative arrangements (below city level)	
	Completed		On track					

ACTION	HIGHLIGHTS ON PROGRESS	NEXT STEPS	WHEN	WHO	ON TRACK	IMPACT
<b>Electoral Cycle and Boundary Commission</b>	<ul style="list-style-type: none"> <li>The draft version of the Council Size report was signed off by all Group Leaders and submitted for comment to the Boundary Commission.</li> <li>The questionnaire on demands on councillors was completed by 81 councillors. Analysis is underway and findings will also be included in the Council Size report to Council Business Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>Revised report in light of comments from the Commission prepared for Council Business Management on 11th May</li> <li>Submission of the report on 22<sup>nd</sup> May to the Boundary Commission</li> <li>Next stage of Commission's work will focus on the warding arrangements for the City</li> </ul>	<p>Q1</p> <p>Q2</p>	Head of Electoral Services	High	High
<b>Devolution</b>	<ul style="list-style-type: none"> <li>Member Working Groups for Scrutiny and for Governance have considered and agreed the proposals for constitutional change to city scrutiny and community governance arrangements</li> <li>Relevant constitutional amendments are being progressed and will be signed off at the Council AGM on 19<sup>th</sup> May.</li> <li>Report on Sutton Coldfield Town Council Review due on 22<sup>nd</sup> May, which will set out the Council's response to the Review</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of constitutional changes including developing the role of district committees</li> <li>Specific member training and development for new roles within scrutiny / districts as a result of constitutional changes</li> <li>Plans for the consultative ballot for Sutton Coldfield are underway – postal ballot is scheduled for 26<sup>th</sup> June to 16<sup>th</sup> July 2015.</li> </ul>	<p>Q1</p> <p>Q2</p>	Director, Localism	High	Med
<b>Locality Delivery Models</b>	<ul style="list-style-type: none"> <li>Agreement to explore benefits of locality delivery models through the development of Council operating model and long term planning approach</li> </ul>	<ul style="list-style-type: none"> <li>The service delivery element of this work will be progressed via the Strategic Planning work stream and consultation.</li> </ul>	Q1/Q2	Director Localism	High	N/A
<b>Combined Authority Governance review</b>	<ul style="list-style-type: none"> <li>All work streams meeting regularly and good progress is being made. Leader and Chief Executive away day held 28-29 April to discuss high level objectives. Second away day scheduled in June</li> </ul>	<ul style="list-style-type: none"> <li>Draft Governance Review will be completed and out to consultation in June-July. Final Governance Review will be submitted to DCLG in September</li> </ul>	Q1 Q1/2	CExec	High	High



# How are we progressing against the Organisational Improvement Action Plan?

ACTION PLAN 5	COMMUNITIES AND PARTNERSHIP	Lead/Snr Owner	
	COMMUNITIES AND PARTNERSHIP	Lead/s	AD Employment, Snr Policy Officer to CExec

Q'ly milestones	Q4: January – March 15	Q1: April – June 15	Q2: July – September 15	Q3: October – December 15
		Creation of vehicle for delivery of employment and skills in East Birmingham (in conjunction with DCLG)	City Partnership steering group formed	City Partnership Group launched
	Completed	In progress		

ACTION	HIGHLIGHTS	NEXT STEPS	WHEN	WHO	ON TRACK	IMPACT
Skills and Employment	<ul style="list-style-type: none"> <li>Partner data sources agreed to inform full locality picture.</li> <li>Agreement to develop evidenced-based model for roll out across the City, LEP and wider region.</li> <li>Delivery plan signed off.</li> </ul>	<ul style="list-style-type: none"> <li>Commence agency and resident consultation and engagement</li> <li>Cabinet office to provide evidence from international best practice</li> <li>Operational group and Board member update 14 May 2015.</li> </ul>	Q1	AD Employment	High	Med
“City Partnership Group”	<ul style="list-style-type: none"> <li>Meeting with universities, business representatives and selected partners to discuss initial ways forward</li> <li>Membership of steering group for partnership event agreed, meeting scheduled end of May</li> </ul>	<ul style="list-style-type: none"> <li>Plan and deliver summer ‘launch’ event (June)</li> <li>Utilise partnership mapping work to continue to identify key players</li> <li>Link into City Visioning work</li> </ul>	Q1	Snr Policy Officer to CExec	Med	Med
City Vision	<ul style="list-style-type: none"> <li>Externally facilitated workshop with key partners held on 21<sup>st</sup> April to discuss alignment of future plans &amp; ways of working</li> <li>Meeting with partner agencies involved with social inclusion agenda</li> </ul>	<ul style="list-style-type: none"> <li>Further event planned for June to discuss and agree priority areas for further action</li> <li>World café event planned for June / July around social inclusion agenda / partner roles and relationships</li> </ul>	Q1	Snr Policy Officer to CExec	Med	Low
Partnership Approach	<ul style="list-style-type: none"> <li>Progress has been made on City Partnership Group and with City Vision – however, until this sub-programme is adequately resourced, progress on a wider partnership approach will be limited.</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing arrangements for this sub-programme to be agreed, enabling faster progress to be made.</li> <li>In the meantime we will continue to capitalise on proven existing strong partnership links and connections</li> </ul>	Q1	Snr Policy Officer to CExec	Low	Low

# RISKS AND MITIGATION

Risk	Mitigating Action
Resistance to change – cultural and behavioural – across the officer and political spectrum	<ul style="list-style-type: none"> <li>Focus on cultural and behavioural change through Forward the Birmingham Way, including use of behavioural insight</li> <li>Engagement and communications - informing and preparing people for change, encouraging their input and ownership, creating culture of transparency and openness through behaviour and open access to programme information</li> <li>Use of external expertise to challenge</li> </ul>
Insufficient capacity and capability	<ul style="list-style-type: none"> <li>Robust recruitment process designed to select appropriately skilled internal resource.</li> <li>Use external resource in a targeted way, e.g. for key skills gaps and to build internal capability</li> <li>Develop of options for increasing strategic leadership capacity</li> </ul>
Balancing programme delivery with ongoing business operation and short term momentum with long term change	<ul style="list-style-type: none"> <li>Clear framing of change as a five year programme and planning implementation over this period</li> <li>Staff seconded to the programme full time to provide focused capacity for change activities</li> <li>High level of engagement with key stakeholders and management forums across the organisation to facilitate joint prioritisation and avoid a disconnect between the ongoing business and the programme</li> <li>Map, review and challenge existing plans, projects and initiatives to ensure alignment to priorities</li> </ul>
Complexity of the programme – potential risk of failed dependencies, double counting of benefits, unforeseen impacts	<ul style="list-style-type: none"> <li>Benefit and dependency management will form part of the programme management approach to identify and manage interdependencies</li> <li>Formal governance structure in place to provide clear pathway and forums for decision making</li> <li>Transparency and accessible information to help all to recognise and manage connections</li> </ul>
Existing plans, budget commitments, and projects are not aligned to the programme – potentially duplicating effort and diverting key resources	<ul style="list-style-type: none"> <li>Map, review and challenge existing plans, projects and initiatives to ensure alignment with strategic direction, priorities and the programme. Agreement to close down or re-scope projects that do not fit.</li> <li>Governance process to take account of previous decisions from the service review process and the impact of changes proposed by the programme</li> </ul>
Balancing organisational, technology and process changes, e.g. underestimating role of technology	<ul style="list-style-type: none"> <li>Pathway to be put in place to manage change in a structured, holistic way, across people, processes, organisations, and technology.</li> </ul>
Uncertainty around our partners' future plans at a regional and city level	<ul style="list-style-type: none"> <li>Ongoing engagement with partners to facilitate joint planning around customers and outcomes, including engagement in long term planning process during summer 2015</li> </ul>

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