

- Effective governance and decision making arrangements that respond to challenges and manage **performance**, change, transformation and disinvestment;
- Capacity and resources focused in the right areas in order to deliver the agreed priorities, supported by relevant **organisational and workforce development**; and
- A **financial plan** in place to ensure its long term viability and evidence it

a planned use of reserves of £46.6m, the Council needed to use £63.1m (including £9.5m one off in respect of a subsidiary) and a further structural use of

are using published

1 Political leadership					
<i>Effective political leadership and managerial leadership, working as a constructive partnership.</i>					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
1.1	Well organised, stable and effective political groups.				

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		Committee (CBM) does confuse this			

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		governance and decision making are fragmented and have not been reviewed formally for many years.	Services and Cabinet / Leader support functions to ensure modern and effective ways of working (September 2018)	material concerns re timeliness and probity of decision making (March 2019).	<p>City Solicitor</p> <p>[REDACTED]</p> <p>City Solicitor</p>
		Very limited presentation of reports and strategies to Full Council	Cross party and pan committee agreement on the nature of business to be brought to Council.	Report to CBM mapping out proposed nature of business to Full Council (September 2018) in line with O&S work programme, policy framework and Council Plan	
		High cost of use of paper for publication of papers at every council meeting	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.	Reduced paper arrangements in place (September 2018)	

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	including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA) ⁶	<p>depending on experience and background.</p> <p>Reviews of governance arrangements and 'lessons learnt' regarding induction process pre election, with positive engagement from Cabinet, group leaders and scrutiny chairs.</p> <p>INLOGOV research in 2017 found issues in terms of barriers and hierarchies within political groups based on age / experience.</p>	<ul style="list-style-type: none"> • Induction • Information • Guidance • Peer support 		

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1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision making.	<p>The Council is taking steps to ensure citizens are at the centre of improvement planning and decision making e.g. 'Be Heard' database of consultations open to the public and used to inform planning, annual budget consultations take place to inform resource allocation – but these mechanisms are at an early stage of maturity. Residents survey results presented to Members for planning.</p> <p>Key areas for improvement have been identified – Corporate Governance, Education, Children's, Waste and Adults.</p>	<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</p>		

2 A Modern and Progressive Organisational Culture

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.

	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
2.1	Tackling defensiveness	<p>The components of a new organisational culture programme will be developed internally through staff, member and partner engagement. 'Best in class' examples in the sector will be assessed (for example, from guidance developed by the Young Foundation)¹² and the 21st century public leadership model¹³ will be a template for role definition and development.</p> <p>This corporate governance plan represents a 'line in the sand' in terms of the Council confronting the degree of honesty and rigour required in order to tackle historic weaknesses in organisational culture.</p>	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)	↓

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Improvement Aim

Current Status / Relevant Background

The components of a new organisational culture programme will be developed

3 Managerial leadership

Effective political leadership and managerial leadership, working as a constructive partnership.

4 Strategic planning, financial and performance management

Effective corporate and financial framework to ensure strategic focus, transparency and governance.

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position.

Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.

Improved trajectory of use of reserves in 2018

A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision making.

4 Strategic planning, financial and performance management					
<i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>commissioning approach.</p> <p>The Council is also seeking to deliver on ambitions around social value and enhancing the influencing role of the Council in shaping public and private sector spend across the city.</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 Council performance in relation to 'social value' and local spend.</p>	

5 Key Corporate Policies to enable effective corporate governance					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
5.1	Community Cohesion	<p>Partner seminar held on 4 December 2017</p> <p>Community Cohesion network being formed</p> <p>Proactive engagement with local partners / city exemplars taking place</p> <p>Hosted MHCLG working session and follow up engagement on alignment between national, WMCA and local strategy</p> <p>New Community Cohesion Strategy being taken to Cabinet in May 2018</p>	<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>Suite of performance measures in development through research and national / local research (Sept 2018)</p>	Cabinet Member Community Safety and Cohesion and ACE
5.2	Equalities and Diversity	<p>Equalities function now very small but transitioned into Policy to mainstream / embed support across the Council</p>	<p>Production of a new Equalities Policy for discussion</p> <p>Proactive review of impact around budget and other decisions – in concert with legal colleagues</p>	<p>Revised equality policy and associated evaluation framework to be in place by December 2018; alongside whole system review of Council systems and processes.</p>	Assistant Chief Executive
5.3	Equal Pay	<p>Council has paid out Emillions in compensation for Equal Pay</p> <p>Council in discussion about future strategy on Equal Pay</p> <p>Cabinet recently approved Equal Pay Sub Committee to take strategic decisions regarding the Equal Pay Strategy.</p> <p>The Corporate Governance Group has been re established following the new Corporate Director Finance and Governance commencing in post.</p>	<p>Actions to be co ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.</p>	<p>Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in August 2018.</p> <p>Managed spend against strategy on existing claims and improvement to spend profile over 2018 22 period.</p>	City Solicitor

6 City Partnerships					
<i>Partnerships and key stakeholders</i>					
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6.1	City wide Partnership Framework	No formal city wide			

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6.5	Birmingham and Solihull STP Board	<p>Need for strengthening of profile and corporate attention.</p> <p>Need for stronger links to peer statutory partnerships and safeguarding leads</p> <p>Board established and meeting regularly. Cabinet Member for Health and Social Care and the Corporate</p>	working for H&WB		

7 Communications and transparency					
	Improvement Aim	Current Status / Relevant Background	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		A specific internal communications strategy is in the final stages of completion and will be shared with CMT after discussions with the CEO.	Work with the development of the corporate plan to align the communications strategy Meet with CEO to agree draft internal comms strategy		
7.3	Effective Communications and Marketing	<p>Communications functions in process of being consolidated with restructuring</p> <p>Previous peer analysis brought forward recommendations for improved digital engagement, social media policy and implementation.</p> <p>No agreed Communications and Marketing Strategy</p>	<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>	Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. (August 2018)	<p>Assistant Director Communications</p> <p>Chief Operating Officer</p>