

**Birmingham Strategic Partnership Board 5 September 2007**  
**DIRECTOR'S REPORT**

**Purpose**

1. To report on
  - a) The key challenges for the BSP over the coming months and
  - b) The BSP work programme that has been put in place to ensure achievement of short and medium term goals.

**Recommendation/decisions**

- i) To note progress to date and work underway
- ii) To approve the BSP Brand

**Context**

2. The minutes from the previous Programme Board meetings (Attachments 1 & 2) provide information about the work programme. This report highlights the main driving forces behind the current change programme and the potential opportunities arising from this.
3. The challenge for partners over the coming months is to make the transition from current funding, organisation and delivery mechanisms, and into a partnership environment that will enable effective strategic planning and delivery within the newly emerging Local Area Agreement (LAA).
4. The key challenges over the next six months include:
  - Managing a smooth transition as we move towards a new Local Area Agreement (LAA) and new funding regime
  - Creating a Sustainable Community Strategy (SCS) for Birmingham will be key to establishing the top priorities for partners particularly those that involve co-ordinated, cross cutting action
  - Negotiating a new LAA that will become more centre stage and will provide the opportunity to integrate more fully economic, social and environmental activities
5. This provides an opportunity to further develop our partnership working across the city. We aim to improve delivery mechanisms and ensure that we have appropriate or business models in place to enable successful delivery of our objectives. In summary our aspirations will be to:
  - Develop an approach to partnership working that enables a focussed debate on the 'Place Making' agenda at a city, constituency and neighbourhood levels.
  - Set a standard for outcome based delivery and commissioning.
  - Become the best performing LSP in the country that is fit for purpose, streamlined and with a clear identity.

## **Managing in Transition**

6. Work is underway on the BSP Stock Take (Attachment 3). An analysis of NRF funded posts and proposed exit strategies will be taken to the Programme Board in September. Shared Intelligence have been appointed to undertake an evaluation of NRF.
7. Remaining strands of activity will be completed by December and will include recommendations for the optimum structure the BSP family of partnerships and support teams. This will take into account emerging priorities from the community strategy and the new LAA.

## **Sustainable Community Strategy**

8. The Sustainable Community Strategy (SCS) will provide the overarching strategy for Birmingham and will incorporate other strategies such as the City Prospectus. The aim of the BSP workshop is to provide a clear sense of direction on the Vision for Birmingham 2026 in order to enable the SCS to be written. The SCS will identify the most important priorities that will drive forward the LAA and the BSP programme.

## **The Local Area Agreement**

### **Annual Self Assessment**

9. On 27<sup>th</sup> July the formal LAA Annual Assessment meeting took place with Government Office West Midlands (GOWM). GOWM agreed with the self assessment report and praised it as an exemplar for the region GOWM concentrated their discussion on a limited number of specific issues, In particular, risk was being managed across the relevant partnerships. The second half of the meeting concentrates on the new LAA 2008/11 and its relationship with the Community Strategy. The meeting also discussed the potential for a multi area agreement and the sub national review of economic development, the Housing Green Paper and implications from emerging central government priorities.

### **Development of the new LAA**

10. This LAA Annual Assessment provides a good platform for the development of the new LAA. This will, in effect, represent the delivery plan for the Sustainable Community Strategy. There will be less emphasis on blocks or themes and instead a need to organise around cross cutting issues. The recent sub national economic review outlines the importance of economic regeneration and the need to integrate social and economic delivery at the local level.
11. Partners will be asked to agree the 35 indicators that should be included in the LAA from a menu of 200 national indicators. Further information about the indicator set is awaited from GOWM. However BSP should aim to be ahead of the game, agreeing its priorities and developing the rationale for their inclusion in the LAA. Clear outcomes will be developed that will articulate future aspirations. In addition a commissioning approach will be developed building on good practice within existing partner organisations.

## **Timescales**

12. The development of the SCS and the LAA have already begun. Broad agreement on the top priorities for Birmingham will need to be completed by the end of October. In November the BSP should take stock of progress and enter into detailed discussions about targets and indicators with GOWM. This should be completed by the end of March 2008. The Birmingham LAA therefore will be finalised by the end of March 2008 allowing GOWM to negotiate approval and funding with Government Ministers on our behalf.

## **Communication and Branding**

13. This process will be supported by a communication strategy that will ensure that all partners are fully briefed and involved. This will include a standard presentation, regular reports to the BSP Board bi-lateral discussions will take place with individual partners and blocks and discussions with all partners that have a duty to cooperate. Co-ordination and project management of the process will be provided by the BSP team.

## **BSP Branding**

14. Finally, following discussions with partners, a refresh of the BSP brand is proposed and details are attached for your information (Attachment 4).

## Programme Board Forward Plan

### Key Decisions

July	September	October	November	December	January	February
<p>Establish Performance Board</p> <p>Agree Community engagement framework</p> <p>Agree innovation and LPSA funds for 2007/08</p> <p>Agree BSP Stock take Process</p> <p>Agree LAA Assessment 06/07</p> <p>Prepare for LAA Review meeting with GOWM</p>	<p>Agree first draft Community Strategy 2026</p> <p>Agree single neighbourhood programme</p> <p>Establish Priorities for LAA 08-11</p> <p>Agree Priorities for PB Away Day</p>	<p>PB AWAY DAYS</p> <ul style="list-style-type: none"> <li>• Supporting People Programme</li> <li>• LAA Development</li> </ul> <p>Phase one of BSP Stock Take report</p> <p>Consider options for LAA funding decision making progress</p> <p>Agree Partnership response to Community Cohesion report</p> <p>Host Supporting People workshop</p>	<p>Agree “first response” to the LAA priority indicators from the 200 national set</p> <p>Agree relationship between BSP, CSP and Neighbourhoods</p> <p>Agree indicative joint partnership funds for December 2007</p> <p>Agree first draft LAA six monthly assessment submission</p>	<p>Risk assess the change management process</p> <p>Phase two of BSP stock take report</p> <p>Implementation Plan establishing new BSP Structure and Governance arrangements</p> <p>Agree BSP Communication plan</p> <p>Agree final LAA six monthly assessment submission</p> <p>Agree final Community Strategy 2026</p> <p>Agree the LAA priority indicators from the 200 national set</p>	<p>Agree change management process</p> <p>Review PB and Performance Board terms of reference and make recommendations on BSP delivery and organisation</p> <p>Agree new LAA negotiating position and start negotiations with GOWM</p>	<p>Publish forward BSP 2008/09 delivery plan</p> <p>Agree first draft of new LAA 2008-11 and submit revised outcomes framework to GOWM</p> <p>Prepare for CAA implementation with partners</p> <p>Agree new BSP organisation and business plan 08/09</p>

**Birmingham Strategic Partnership Programme Board 12 July 2007**

**Directors Report - BSP Stock Take**

**1. Purpose**

To set out the scope of the stock take of the BSP and the process and timescales for its implementation.

**2. Recommendations**

The Board is recommended to:

- endorse the proposed scope, process and timescales for the stock take
- establish a Board Task Group to oversee the work
- note the reference to the end of NRF and the potential impact on staff and undertake to work with the BSP Director to put in place timely and effective plans for this

**3. Background/Rationale**

At the last BSP Board meeting it was agreed that a stock take of the BSP would be undertaken.

The stock take needs to take account of the changing policy environment including the end of NRF, the new Local Area Agreement and the increasing focus on the place making agenda.

The aim of the stock-take therefore is to ensure that the structure is fit for purpose in preparation for the new Community strategy and Local area Agreement and a different funding environment. It should aim to position the BSP in such a way that it is able to provide a focus for partners to develop place making strategies for Birmingham whilst at the same time enabling robust delivery mechanisms to be put in place.

It is important that the stock-take is able to build on and take forward the work previously done by Jerry Le Sueur in 2005/6 and in doing so it should build on the results of earlier partnership working (including the City prospectus and the City Strategy).

It is important also that the stock take includes a review of the BSP team and other NRF funded staff within partnership secretariat structures. It should support partners to plan for the end of NRF, identifying what should be phased out and making proposals for future staffing structures. Ideally the new structures should be streamlined with a clear remit. In particular the stock take should identify the future role of the BSP team; how it could add value; its function, structure and cost.

The stock take will run alongside the work being undertaken by the BSP team and partners to identify future exit and forward strategies for NRF funded projects and the NRF evaluation.

## Attachment 2

The rationale for undertaking the stock-take can be summarised as follows:

1. It will ensure that the BSP board and the BSP family of partnerships are fit for purpose. As the LAA will increasingly take centre stage and the place making agenda gains more significance the BSP will establish a structure that is responsive to future demands. The new structure should provide a sharper focus on partnership approaches to tackling complex cross cutting issues. It should be more streamlined and have clearer governance arrangements.
2. It will ensure that the BSP has a credible team with a clear role and remit. A team that drives forward LAA delivery provides strong performance management and facilitates excellent partnership working.
3. It will ensure that partners make timely and adequate plans for the end of NRF.

This is in effect a significant change programme designed to enable Birmingham Strategic Partnership to position itself as one of the best partnership models in the Country with a reputation for effective delivery and strong collaboration between agencies.

#### **4. What the stock take will include**

There will be three strands to the stock take:

- 1) **Role, structure and remit of the BSP;**
- 2) **Function and organisation of the BSP team and related partnership secretariat functions and**
- 3) **Evaluation of NRF funded projects and activities.**

The intention is not to duplicate the work that has already been done but to further progress the work that the Board has already embarked upon. The role and structure of the BSP should sharpen the focus of the Board, streamline structures and ensure that it is fit for purpose as we move towards the place making agenda and the joint delivery of the LAA as outlined in the White paper.

The BSP team should add value to and facilitate greater partnership delivery. The aspiration is to move beyond a secretariat function to that of delivery co-ordination and ongoing development of true partnership working.

There may be serious implications for partners, following the end of NRF, with many posts coming to an end. It is unknown, as yet, what funding will be available in the future therefore it is proposed that the Board undertakes a process of scenario planning ahead of Govt announcements.

The NRF evaluation will enable the Board to identify the key lessons learnt from NRF delivery. It will enable partners to identify potential for mainstreaming successful delivery activities. Evaluation of decision making and governance arrangements will prepare Birmingham to effectively deliver in the future.

#### **5. How the stock take will be undertaken**

This is a significant change programme for the BSP that will be implemented over the next 6 months. It is proposed that a time limited BSP Board Task Group is set up to oversee this work and ensure its successful delivery.

## **Attachment 2**

The work will be managed by the Director of the BSP with assistance from an external consultant and a dedicated team. Regular progress reports will be brought to the Programme Board with an interim report in October and final report in December. This will enable recommendations on the BSP structure to be implemented before the end of March 2008.

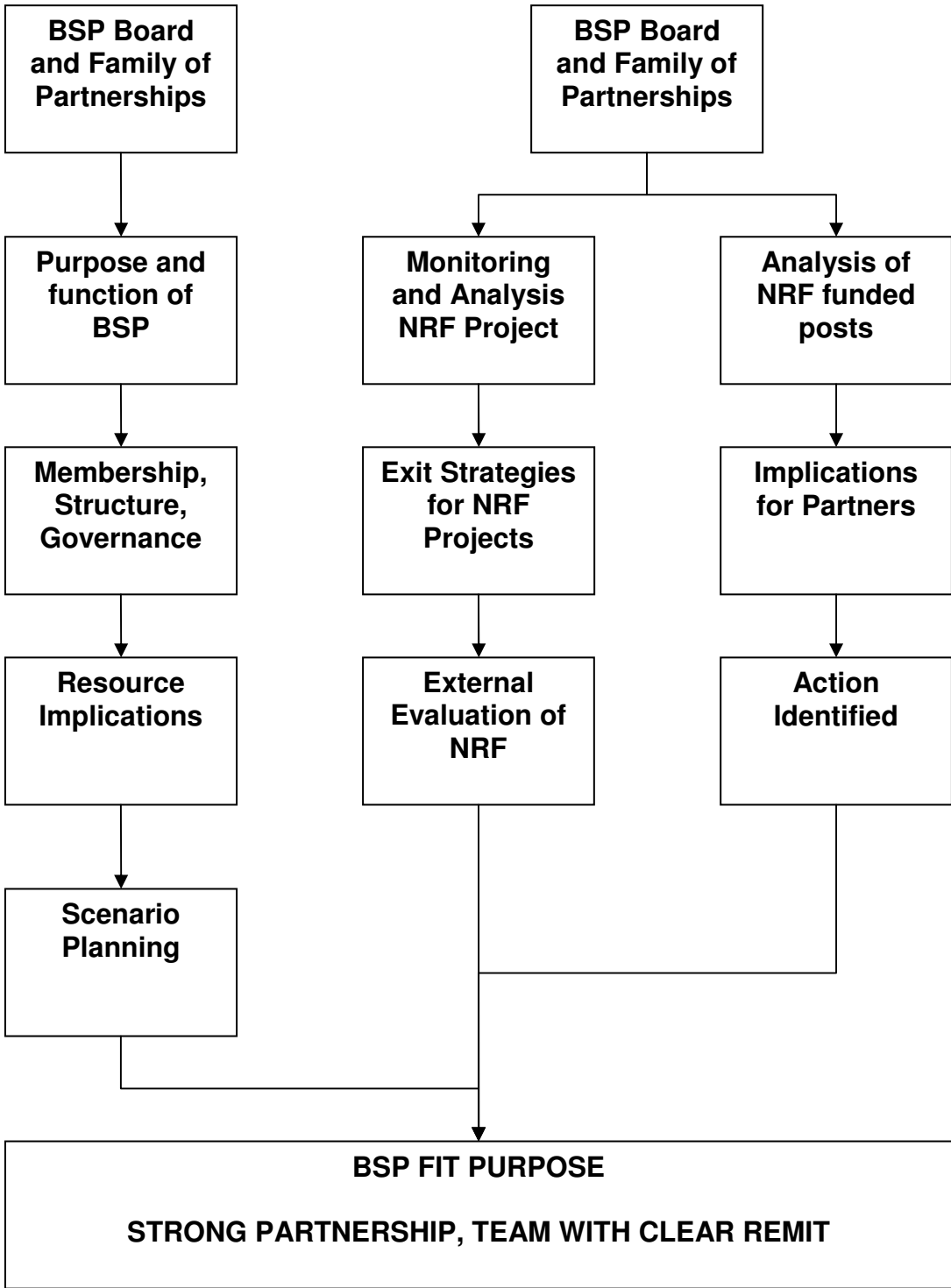
With respect to strand 2 of the stock take, decisions will need to be taken by partners with respect to NRF funded posts by the end of September. The BSP Director with specialist HR help will be working closely with partners particularly BCC to prepare for this. With this in mind it is recommended that the September Programme Board meeting receives a detailed report on NRF funded posts and exit planning at its September meeting.

### **6. Conclusions**

In summary it is proposed that the stock take is implemented as outlined ensuring that partners are able to make the transition from current funding, organisation and remit, and into a structure that will enable effective strategic planning and delivery within the new policy environment. This should happen whilst at the same time delivering the LAA and its related work programme. This will enable the BSP to be in a position to further strengthen partnership working across Birmingham

The diagram below shows the 3 strands of the stock take. Annex 1 describes in more detail the work to be covered.

### Birmingham Strategic Partnership Stocktake



**Annex 1**

**What the Stock take will include:**

**1. Clarity on role of BSP**

Agreement and clarity on the role of the BSP will be sought through a process of partner feedback and discussion and will take in the context of the Local Government White Paper and relevant City strategies.

Current informal feedback from board members suggests that there is a lack of clarity about the role of the BSP Board.

Our aim should be to develop a shared vision and set of objectives for the Board that all stakeholders can sign up to.

BSP Role

The BSP should be taking strategic view of Birmingham, identifying current and future trends, agreeing priorities for action and ensuring forward direction of travel. It should be leading the thinking around the place shaping agenda outlined in the white paper. This has started with the work on the Community strategy. There should be a clear focus on delivery of the LAA and mutual accountability and robust performance management. It should be agreeing and sharing medium and long term goals and understanding and acknowledging the role of individual partners in achieving these. It should be able to identify the areas where a partnership approach is needed and will make a significant impact across the City. It should have clear communication within and between the family of partnerships including themes/blocks, constituencies and neighbourhoods. It should have an understanding of the linkages and interdependence between the City Prospectus, the Community strategy and the City regions strategy, ensuring synergy between these. It should have an understanding of progress towards LAA targets and where improvements are needed.

Membership of the BSP

Defining the role and function of the BSP will enable us to identify who needs to be involved both at the BSP Board and in the other partnerships aligned to it. It will be important to ensure that the makeup of the BSP is tailor made for Birmingham and reflects the unique qualities of the Birmingham City. Membership of the Board should not be the only way of being involved in the BSP and imaginative ways of involving wider stakeholders will be considered.

Frequency and type and format of meetings will be included as part of this work.

Family of Partnerships

The stock take should consider whether we have the right partnership structures for the new LAA. Opportunities for streamlining structures will be considered as well as potential new Partnership Boards where needed (for example neighbourhoods) Communication and lines of accountability between partnerships and the main BSP Board and BSP need clarifying and strengthening. All Partnerships should have clear reporting and communication mechanisms back to BSP Board for their delivery of LAA objectives and targets.

## **Attachment 2**

The stock take will clarify governance and communication lines between the BSP and the Constituencies. It will aim to clarify with BCC what contribution the constituencies are being asked to make towards the LAA delivery and partnership working. This should take into account the pilot work undertaken in 2006. It should also take into account the recent scrutiny recommendations.

### **In summary the Stock take of the role of the BSP should provide:**

- Map of proposed family of partnerships
- Role of BSP Board
- Membership of BSP Board
- Frequency and format of meetings of BSP Board
- Role of each partnership within the family
- Lines of communication within and between family of partnerships
- Accountability structures and governance arrangements for each partnership including reporting mechanisms, proposed delegated powers, conflict of interest policies and focus on delivery.
- Clarity of role of constituencies

### **The Consultation and communication process for this should include:**

- Away day for BSP and PB
- Questionnaire to partners
- Series of facilitated workshops
- Report back to PB and BSP Board in Dec 07

## **2 Role, structure and how to resource of BSP team**

Agreement and clarity on the role of the BSP team will be reached through an organisational development process that aligns resources to the needs of the BSP Board.

The organisational development process will begin with an analysis of NRF funded posts within the BSP team and related partnership secretariat functions. This work is underway and early indications are that there could be between 70 and 100 posts affected.

This analysis will provide details about individual posts and implications such as possible redundancies, possible redeployments and / or alternative funding and so on. This will be followed up with a timetable for Hr related action to be taken.

At present there is no information available about future funding arrangements and if / whether any NRF successor funding will be available. In the light of this the Board will need to undertake best and worst case scenario planning.

Alongside this organisational structure planning will be undertaken to set out the future role, remit and structure of the BSP team based on the objectives of the BSP.

Scenario planning will outline best and worst case scenarios. The best case scenario will outline the team structure needed to deliver the objectives of the BSP. Alternative scenarios will be drawn up based on alternative funding models including partners'

contributions (in kind or cash). Worst case scenarios will demonstrate the minimum that could be delivered for the resources available.

**IN summary the stock take of the role and structure of the BSP team should provide:**

- A HR plan for the end of NRF
- Potential HR costs related to the end of NRF
- Options for streamlining of secretariat functions
- Future Role of the BSP team
- An outline structure
- Worst and best case scenarios for how to resource the BSP team

### **3 Evaluation of NRF Project activity**

As agreed at the last Board meeting, an external evaluation of NRF activity will be undertaken to enable partners to learn the lessons from NRF (both positive and negative). This information can then be used to guide future delivery strategies. In addition to this, the BSP team are working with individual projects to ensure that effective exit and forward strategies are implemented as NRF winds down.

**IN summary the evaluation of NRF should provide:**

- Supporting projects with forward planning
- An external Evaluation of NRF
- Identify good practice
- Identify opportunities for mainstreaming
- Identify what has worked and what has not worked
- Assist in the delivery of the new LAA and successor programmes from NRF

**The evaluation process will include:**

- Appointment of external consultants
- Communication with projects and partners
- Interim and final report to Board

## Refresh of BSP brand

### Proposal:

# Be Birmingham



### Be Birmingham's logo demonstrates:

- Collective action (by partners) for a better Birmingham
- Puts Birmingham at the heart of all we do
- Invites the people of Birmingham to *be* part of it
- Builds upon well-recognised Birmingham B (what I call brand Birmingham)

### Rationale:

By simply dropping Strategic Partnership we create a name and hopefully an organisation that is perceived to be much more user friendly. The logo also builds upon a well-established brand.

As a partnership, we can help instil a pride of and for the city. Simplifying the name and logo also follows the model that others LSPs around the country have adopted, for example:

Sheffield First  
One Nottingham  
Bolton Vision  
Liverpool First

The logo is also flexible and adaptable for other themes, blocks and campaigns as demonstrated in the recent launch of the BSP's Birmingham Cutting CO<sub>2</sub> campaign:

