

## **Birmingham Strategic Partnership May 25<sup>th</sup> 2007**

### **Directors Report**

#### **1 Purpose**

To keep BSP Board members informed about key developments.

To seek endorsement of the short/medium term goals for the Programme Board and BSP team.

#### **2 Background**

During the last 5 weeks I have been making contact with partners and working with team members to gain a picture of the role of the BSP and some of the key priorities for the Board. I am using this information to develop my personal objectives for 2007/08 and to develop a work programme for the Programme Board.

#### **3 Recommendation/decisions**

- 1 That BSP Board members note the contents of the report
- 2 That BSP members Agree and endorse short/medium term goals
- 3 That BSP members give permission for a stock take of the BSP role, structure and membership to be undertaken.
- 4 That the relevant partner's organisations nominate a representative to the CS Task group.
- 5 That BSP members participate in the planned future search partner scenario events

#### **4 Short and medium term goals**

The Table below outlines short and medium term goals for the BSP team. During the next 10 months we will be aiming to put the main building blocks in place for the successful delivery of the Local Area Agreement across the City.

Our objectives can be summarised under four headings. Firstly we aim to strengthen partnership arrangements so that they are fit for purpose and able to respond to the big challenges facing Birmingham. Second, we will be shifting the focus of our work onto delivery both within the BSP team and also throughout the family of partnerships. This will include consolidation of performance management arrangements, clear planning and delivery chain processes and a BSP focus on the most pressing priorities. Third, we will be reviewing the function and structure of the BSP team and developing clear customer service standards. Fourth, we will be implementing a communications and marketing plan to underpin everything we do.

## Short/medium term goals

|                                    |   |   |
|------------------------------------|---|---|
| <b>Partnership development</b>     | <ul style="list-style-type: none"> <li>• Produce a Programme Board work programme</li> <li>• Reach agreement with BCC and partners on role of constituencies and integrate within the BSP family of partnerships</li> <li>• Strengthen governance arrangements and decision making arrangements in preparation for the new LAA arrangements</li> <li>• Carry out a stock take of BSP family of partnerships including role and membership of BSP board</li> <li>• Strengthen the involvement of the private sector</li> </ul>   | <p>June 07</p> <p>June 07</p> <p>October 07</p> <p>November 07</p> <p>ongoing</p>   |
| <b>Delivery</b>                    | <ul style="list-style-type: none"> <li>• Ensure successful LAA Annual review</li> <li>• Manage NRF final delivery in final year</li> <li>• Develop neighbourhood strategy with BCC</li> <li>• Agree and implement community engagement commissioning framework</li> <li>• Put in place robust Performance management arrangements for the LAA</li> <li>• Identify underperforming targets and agree remedial action with partners</li> <li>• Draw up proposals for post NRF delivery /continuation/exit arrangements</li> <li>• Work with BCC to produce Birmingham Community Strategy</li> <li>• Produce LAA 2008 -2011</li> </ul> | <p>July 07</p> <p>Ongoing 07/08</p> <p>July 07</p> <p>July 07</p> <p>July 07</p> <p>July 07</p> <p>Dec 07</p> <p>September 07</p> |
| <b>BSP Team</b>                    | <ul style="list-style-type: none"> <li>• Co-locate whole team in accommodation in City Centre</li> <li>• Undergo review of function, structure and individual roles of BSP team</li> <li>• Review staffing budgets</li> <li>• Put in place customer service standards</li> <li>• Put in place BSP systems and procedures for management of funds</li> </ul>   | <p>ASAP</p> <p>August 07</p> <p>August 07</p> <p>Ongoing</p>  |
| <b>Communication and Marketing</b> | <ul style="list-style-type: none"> <li>• Carry out brand audit with BSP team and partners</li> <li>• Produce a fully costed BSP communications plan</li> </ul>  | <p>Aug 07</p> <p>Oct 07</p>   |

## 5 Key Developments

There are a number of strands of development work that the BSP team will be focussing on over the coming weeks. It will be important to ensure that we have a clear policy on each of these areas so that we are able to improve our delivery of the LAA and strengthen partnership working across the City. The development strands include: the Birmingham Community Strategy; the role of constituency partnerships, community engagement, neighbourhood working and communication. A brief summary of each development strand is outlined below.

Although specific proposal will be developed for each strand they are interrelated and to some extent interdependent on each other. Successful delivery of the LAA will require better communication across the family of partnerships about what works. It will require us to identify where we are underperforming and to be clear about our strategies to tackle underperformance. We will need to ensure a whole partnership approach to delivery that identifies the most appropriate type and level of intervention needed for each target.

Our ability to deliver successful outcomes will be improved if we are able to demonstrate clear linkages between City strategies and delivery at a local level. Therefore we need to be able to facilitate communication between the regional, City, constituency and neighbourhood levels. Also important will be the setting out of appropriate and clear delivery chains for each activity undertaken. The targeting of hard to reach groups and more emphasis on delivery within Priority neighbourhoods will be vital if we are to succeed in closing the gap between the least and most affluent neighbourhoods. We will need to identify what interventions are best made at the neighbourhood level and how we can support agencies to do this.

We will be undertaking in-depth consultation with partners around these development strands including one to one interviews, discussions with block groups and partnership events.

### Birmingham Community Strategy

Discussions about the Community Strategy (CS) have taken place with partners over the last few weeks. This strategy is an important piece of work for the City and should reflect the long term aspirations of partners and citizens of Birmingham. It will form the basis from which the Local Area Agreement will be developed enabling the BSP to identify the focus for delivery of mandatory and negotiated targets.

It will be essential, therefore, that the community strategy has the involvement and input of partners. Greater ownership by partners will enhance the quality and relevance of the strategy ensuring greater integration of partnership strategies and objectives. It is proposed that:

- a) A short term **CS Task group** is established and that partners nominate individuals to be part of this group. The role of the group will be to:
  - Take stock of current strategies/targets in their organisation to inform CS development
  - Actively contribute to developing and drafting the new CS
  - Ensure engagement within their organisations including formal sign up procedures
  - Ensure future alignment of their future organisational strategies to the emerging CS
  
- b) **A Future Search** programme is to be delivered over the summer. Future search consultants are developing a tailor made BSP badged programme of activity that will include:
  - Partner scenario event for key stakeholders based around future scenarios for the City. External speakers to be invited
  - Community engagement facilitated events on a large scale (350 adults and 150 young people)
  
- c) The BSP team will be reviewing and analysing existing statistical information with a view to providing direction to the task group and the future search programme on the key priorities for Birmingham.

#### Delivery and development of LAA

Delivery of the Local Area Agreement will be tested as part of our first annual assessment. A draft report will be taken to the Programme Board in June setting out the position. The formal Annual Review meeting with GOWM takes place on the 27 July prior to submission to Ministers.

LAA Delivery Plans 2007/08 are also being looked at by the BSP Support Team with a view to updating the Programme Board on progress, also in June.

A new LAA will need to be negotiated with central government for 2008/11. A first step is for Birmingham to consider what its priority outcomes and targets will be for the period. We are still waiting for central government to issue its 200 Indicator Set from which Birmingham will be asked to negotiate a small number of priorities for inclusion within the LAA. The new draft Community Strategy will help inform that process. A first review of existing targets is taking place within the BSP team to help inform the negotiating position for the Programme Board

### Constituency Strategic Partnerships

The BSP team are working closely with partners to clarify and further develop the role of Constituency Strategic Partnerships in the delivery of the BSP's priority outcomes for the City. Annex 1 summarises the discussions so far. During the next few weeks proposals will be drawn up outlining the unique role that Constituency Strategic Partnerships could play in the delivery of specific LAA outcomes, communication mechanisms between the BSP and CSP's and arrangements for CSP work within each of the LAA Blocks.

### Community Engagement

A group has been established by the Programme Board to scope out a whole City approach to community engagement. The group has met twice and developed a potential framework that could provide a basis for this.

In taking this work forward our aim is to ensure that the work of the BSP provides the right conditions for community engagement processes to happen effectively. These will be created through open and transparent communication with local communities, residents and service users. There are many examples of good practice amongst partner organisations however this could be better co-ordinated and good practice replicated across the partnership. Where there are gaps in provision further activities could be commissioned where they are able to demonstrate how they contribute to the delivery of LAA outcomes. This work also needs to consider the activities that have previously been delivered by BANF and BCEN and whether and how these should be delivered in the future.

The May Programme Board meeting noted the progress made so far and asked that the BSP team hold bilateral discussions with key partners to assist in the drawing up of recommendations for the delivery of community engagement in the future. These will be taken to the next Programme Board meeting.

### Neighbourhood Working

The BSP team are working closely with partners to develop a coherent approach to neighbourhood working in Birmingham. Ideas for this are covered later in the Agenda.

### Communications Plan

The BSP Communications Manager will be developing a marketing and communications (Marcoms) strategy that will effectively communicate and promote the BSP's objectives. The key to this strategy will be a clearly defined brand agreed with partners, and other major BSP Stakeholders.

To achieve this the BSP proposes to:

- Clearly define and develop the BSP corporate identity/brand (based upon brand audit)
- Raise and reinforce brand profile
- Position BSP within the context of other citywide organisations
- Improve partner communications, including CSPs
- Define budget requirements

Finally the BSP team can report back on work undertaken in the field of equalities. Following the Birmingham Strategic Partnership (BSP) Board meeting in May 2006, the board agreed to conduct a survey of 'equality positions' across a number of partner statutory agencies. The intention was not to scrutinise or audit but to see where key BSP partner agencies were currently placed across all six strands of equality issues; sex, age, disability, race, religion and beliefs and sexual orientation.

The replies to the questionnaire have now been summarised and double-checked with the respondents. The findings suggest the vast majority are clearly working towards compliance in all the core six equality strands including the Sex Equality Bill (April 2007), however the results do not demonstrate clearly enough where the documentation sits and if it is publicly available. A report has been produced and will be sent out to each HR/Partners agency officer.

The Commission for Equality and Human Rights is currently consulting on its new role and the Comprehensive Area Assessment has not yet articulated how the equality and diversity agenda will develop. At the point that the CEHR/CAA position becomes clearer, further work can be considered.