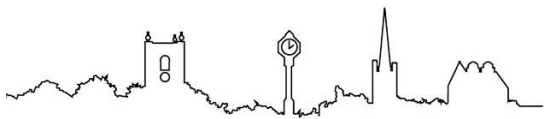


DMBC Improvement & Sustainability Plan

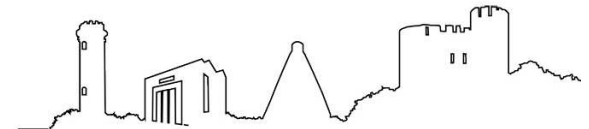
known as

‘Fit for the Future’ Programme

Audit and Standards Committee, 8th July



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Fit for the Future

Objective

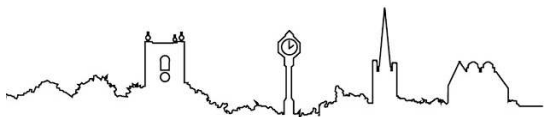
‘Establish the foundations required to assure delivery of Dudley Borough’s Vision, Forging a Future for All, through effective Strategy, Governance and Financial Sustainability’.

3 current Phases

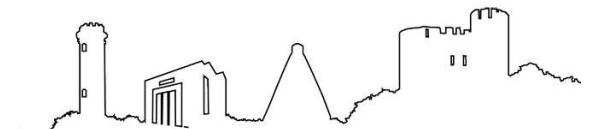
- Phase 1 (Mobilising)
- Phase 2 (Fit for Purpose)
- Phase 3 (Transformation)

Cabinet 20th March approved transition from ‘Mobilising’ to ‘Fit for Purpose’ including the scopes of Phase 2 projects.

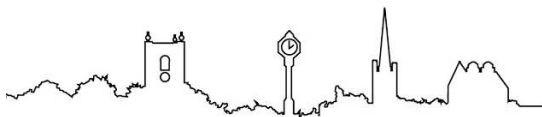
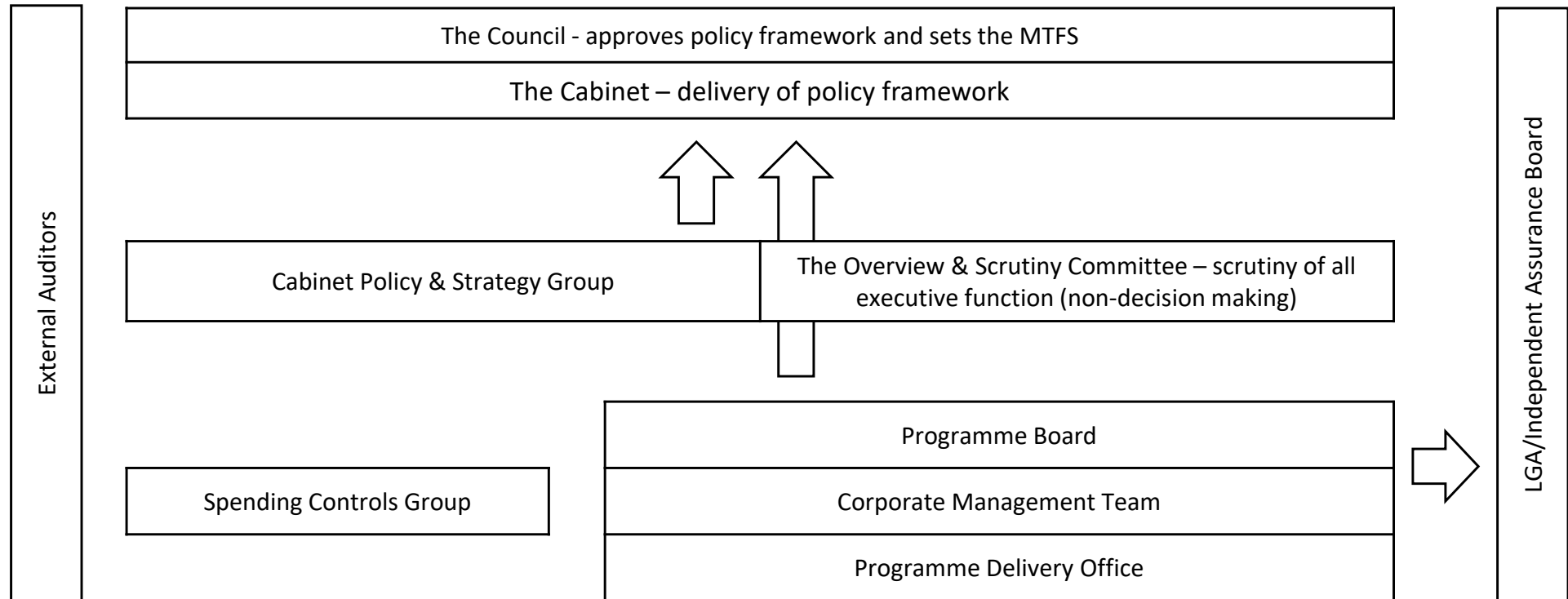
The detailed scope of Phase 3, “Transformation and Creating a Sustainable Organisation”, depends upon the approval of the new operating model and a new corporate strategy in line with the Council's overall financial strategy and will be approved as a future ‘gateway approval’.



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Governance



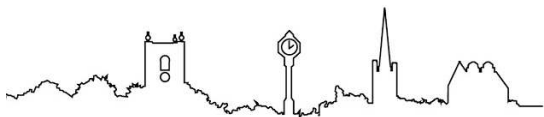
Governance

March Cabinet approved updates to Programme Governance for Phase 2 including:-

- Changes to internal Governance, in response to feedback from the LGA Peer Review including commissioning Centre for Governance and Scrutiny to undertake governance review and full review of the Constitution.
- Standing up an internal Programme Board (in addition to the Independent Assurance Board (IAB))
- Standing up specific governance arrangements for the Functional Reviews

The role of the Independent Assurance Board (IAB) continued into Phase 2.

- Dates are confirmed until July '24



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Programme Governance

Programme Board & Functional Reviews

**Fit for the Future
Programme Board**

Chair/Executive: Leader of the Council, Shadow Leader, CEx
Membership: Deputy Leaders, DCEx (SRO), Director for Finance & Legal, Ass. Director for People & Inclusion, Programme Manager
Cabinet lead member and Director by invite

**FtF Functional
Review
Oversight group**

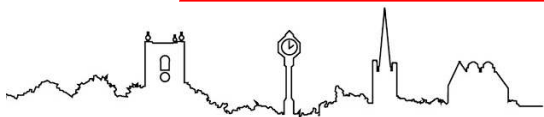
Chair: DCEx (SRO)
Membership: Lead Director, lead Cabinet Member (on invite), Director of Finance/AD People and Inclusion/Head of Legal, Programme Manager

**FtF Functional Review
working groups**

Chair: Lead Director (revolving, based on the function).
Membership: external challenge, P&I representation and lead Cabinet Member (on invite), project manager and analytics rep

Programme Analytics

Lead: Director of Digital, Customer and Commercial Services
Membership: to be determined by lead.
Purpose: Provide consistent methodology and analysis including evidence of need, financials, impact assessments.



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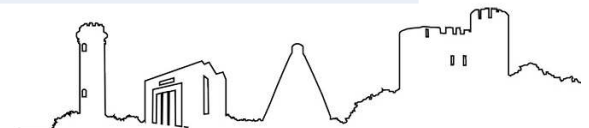
Internal Governance Changes

Approved by 20th March Cabinet and live from 1st April 2024:-

| Action | Proposal | Membership |
|-------------------------|--|--|
| Delete Informal Cabinet | <ul style="list-style-type: none"> Cabinet Strategy Group – meets once a month to focus on big ticket discussions focussed on future financial sustainability, key priorities and improved governance. | The Cabinet, CEx, DCEx, Directors |
| | <ul style="list-style-type: none"> Cabinet Policy Group (includes Cabinet agenda setting) - once a month in line with Cabinet meeting timetable – agenda and minutes | The Cabinet, CEx, DCEx, Directors, MO, supported by democratic Services |
| Delete SEB | <ul style="list-style-type: none"> Corporate Management (CMT) – meets weekly - leadership, management of the organisation and input to and leadership of change (FtF) | CEx (chair), DCEx, Directors, MO, supported by democratic Services Ass. Director for People & Inclusion, Programme Manager – FtF items |
| | <ul style="list-style-type: none"> Fit for the Future (FtF) Board – meets monthly prior to IAB papers going out | Chair – Leader of the Council, Shadow Leader, Deputy Leaders, CEx, DCEx (SRO), Director for Finance & Legal, Ass. Director for People & Inclusion, Programme Manager and Cabinet lead member and Director on invite, |
| | <ul style="list-style-type: none"> Senior leadership (SLT) meets once a month. | CMT, Service Directors, Assistant Directors, HoS, FtF PMT and relevant SMEs, arranged and supported by organisational development |
| | <ul style="list-style-type: none"> Fit for the Future Programme Working groups supported by project management resources report into Programme Steering Group. | Working groups supported by FtF Programme Team |
| | <ul style="list-style-type: none"> FtF wider staff engagement | |

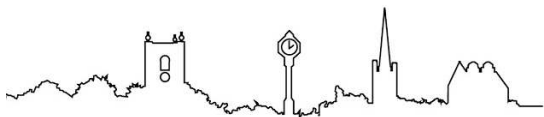


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Roles and Remit

- **CMT**
 - Responsible for Programme planning and execution.
 - Monthly feedback from IAB and Programme Board is driving Programme strategic direction and pace of delivery.
- **Programme Board**
 - Holds DMBC Officers and Members to account for delivery in line with accountabilities and responsibilities
 - Brings all Group Leaders together in a 'One Dudley' forum
- **IAB**
 - Provides external advice, scrutiny, challenge, and expertise
 - Provides independent assurance of whether outcomes are being delivered and has the ear of DLUCH.

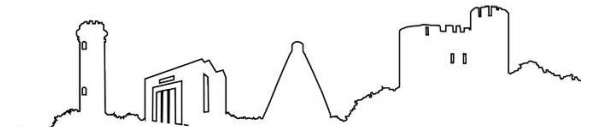
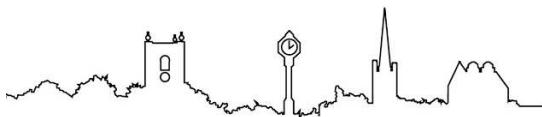


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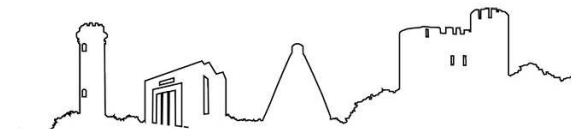
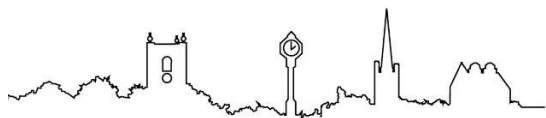
Fit for the Future Programme

| Workstream objective | Achievements | Impact |
|---|--|---|
| <u>Spending Controls Phase 2</u> Improve understanding of spending Controls using lessons learnt from Phase 1. | Improvements delivered and Phase 2 Live | Spending Control Group manages exceptions CMT aim to 'beat the budget' |
| <u>Council Plan Refresh</u> Withdraw current Council Plan and replace with one-year Council Plan focused on improvement/financial sustainability. Create a golden thread from the new Council Plan to individual appraisals and targets | New Council Plan approved in March and Corporate KPIs agreed | SMART objectives aligned to the Council Plan |



Fit for the Future Programme

| Workstream objective | Achievements | Impact |
|--|---|---|
| <u>MTFS Reporting & Assurance</u> Learns lessons and drives improvements to delivery of savings and managing budgets | MTFS Savings RAGs, RAIDs and CMT monthly reporting. Shift of roles and responsibilities to Directors. | MTFS savings and monthly budgets being managed better and scrutinised more |
| <u>Comms & Engagement</u> Colleagues, residents and members are clear on what is happening, what success looks like, and what they need to do. | Internal and external comms campaigns | Engagement forums sharing info and feedback loops are driving risk management |



Fit for the Future Programme

| Workstream objective | Achievements | Impact |
|--|--|---|
| <u>Governance</u> Design and deliver improvements to governance for 24/25 to create a 'golden thread of governance' to oversee financial challenge and drives a 'culture reset' from May | LGA, CIPFA and Centre for Governance and Scrutiny supporting Member development and review of constitution | Stage 1 Member training scopes to begin a 'culture reset' and briefing on finances ahead of summer Cabinet/Councils |
| <u>Functional Reviews and Organisational Redesign</u> Set out the new ways of working underpinned by effective governance (the new operating model) | Over 20 functions under review, finding savings and ways to improve the customer experience | Emerging operating and options to deliver savings/income to be presented to July and August Cabinet/Council meetings. |

