



# Birmingham City Council

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Dear all Trade Union representatives (copied into all BCC employees)

## **Consultation in accordance with Trade Union Labour Relations ((Consolidation) Act 1992 (TULR(C)A S188(4))**

The purpose of this letter is to commence consultation with you on the workforce implications arising from the proposed Budget 17/18 and the Council's proposed Future Operating Model. The consultation will cover ways of avoiding or reducing the number of any redundancy dismissals and mitigating the consequences of any such dismissals.

### **Introduction**

This letter and the attached Appendices set out the proposed employee reductions arising from the Council's Budget proposals as launched on 9 December 2016 including the proposed changes to the senior leadership structure and other workforce implications for all employees of Birmingham City Council as a result of the Council's proposed Future Operating Model (for the purposes of this letter collectively known as 'the Proposals').

All BCC employees are 'affected' by the Proposals.

Where an employer proposes to make redundancies of 20 or more employees within a period of 90 days or less, it must consult on its proposal with representatives of the affected employees and also notify BEIS. The relevant legislation is section 188 of Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA), which implements the European Collective Redundancies Directive (Directive 98/59) (the Directive).

This note sets out the key elements of the Council's current proposals that have workforce implications including potential redundancies and likely changes to line management.

"Redundancy" for the purposes of TULRCA has a much wider meaning than redundancy as defined in the Employment Rights Act 1996. Under ERA 1996, redundancy is defined as a disappearing job, a disappearing workplace or a situation where the employer requires fewer employees to carry out work of a particular kind.

TULRCA has a wider meaning for redundancy; by way of example changes to line management or how someone undertakes their role, or a change in job title may also trigger the need to consult under section 188 of TULRCA.

## **Background**

Our vision for the future of Birmingham is for a city of growth, in which every child, citizen and place matters – a great city to grow up and grow old in, where people are healthier, communities grow stronger, and decent housing provides a strong foundation in which to raise families and build careers.

We want to play a key role in turning this vision into reality, but at the same time we need to make big savings because of the unprecedented financial challenges we face.

In setting the budget for 2017/2018, Birmingham is guided by the present situation – including rising demand for services, the need to maintain investment in our children's safeguarding and the overall financial pressures facing the council.

The years ahead will see profound change in local government, not least in Birmingham and the West Midlands. Central Government intends to phase out the main grant funding to local authorities completely by 2020 but will allow us to retain all the income from business rates at a local level. Birmingham will have more independence, but this raises more questions about how this will impact on the resources available and the additional responsibilities the council will be expected to undertake in return,

The Council has to become one of the key contributors to the development of inclusive economic growth in the city and the region on top of its role as a provider of crucially needed public services. Indeed it is through that inclusive economic growth that the city's critical services may come under less strain and can be better funded and delivered.

The Council will become much more strategic and has already become much smaller and there will be important changes to the ways that people can engage in their local community, such as the new local council for Sutton Coldfield.

These are times of great challenge and great opportunity for the city and the City Council, starting with the difficult decisions we have to make on the budget up to 2020/21, which are set out in detail for 2017/18 in the budget consultation document. But we are also developing a refreshed vision for the future of the City Council and this will help guide our decisions over the coming years.

## **The current financial position**

The City Council has always been heavily dependent upon Government grants to meet the costs of services, which has made it vulnerable to cutbacks in those grants. Planned reductions in core Government grants mean that the Council expects to have to make further savings in the region of £178m over the four years.

At the same time as reductions in Government grant, the Council also faces pressures to spend more on services. These 'expenditure pressures' cover a range of costs, including the effects of inflation, and meeting increasing demand for adult

social care services. The Council has also undertaken a rigorous assessment of its previous savings plans and, in cases where the assumptions underpinning the original proposals have changed or more detailed planning showed that there would be challenges with implementation, some of the original savings proposals have been replaced with new ones.

Despite these challenges the Council is committed to delivering a sustainable financial position for future years. That is why the detailed information supporting this consultation includes figures associated with our proposals on a four year basis. Inevitably, due to the scale of the financial challenge 2017/18 will be a transitional year where we start to put in place necessary changes, which will not take full effect until 2018/19.

Our forecasts of future Council Tax include:

- An increase of 1.99% each year in Council Tax; and
- Raising a 'Social Care Precept' by increasing Council Tax by a further 2% each year until 2019/20 to provide extra funding to meet costs of social care.

In common with the other Metropolitan Councils in the West Midlands, we are taking up a Government offer to pilot a new system of 100% local retention of business rates from 2017/18 onwards. This means that all of the benefits of real terms business rates growth will, in future, be retained in the region.

Taking all these factors together, the savings requirement that we now need to make (on top of the annual savings of nearly £590m that the Council has already made from 2010/11 up to 2016/17) is £178m.

Although the total 2016/17 Council expenditure is £3.1bn, a large proportion of our funding must be spent on specific services. For example, £782m of grant funding must be spent on school services, whilst another £551m is to reimburse the Council for meeting Housing Benefit costs, and the £287m income from the provision of Council housing must be spent in providing that housing and related services.

Other areas of spending, such as debt financing costs, are fixed and unavoidable. This means that only around a third of expenditure is directly controllable by the Council, and savings have to be made from this much smaller budget figure.

The savings required can be summarised as follows:

|   | <b>2017/2018</b><br>£m | <b>2018/19</b><br>£m | <b>2019/20</b><br>£m | <b>2020/21</b><br>£m |
|---|------------------------|----------------------|----------------------|----------------------|
| Savings already included in financial plans | (27.810)               | (50.535)             | (75.829)             | (82.072)             |
| New savings proposals being consulted on    | (50.593)               | (94.328)             | (96.267)             | (96.542)             |
| <b>SAVINGS REQUIREMENT</b>                  | <b>(78.403)</b>        | <b>(144.863)</b>     | <b>(172.096)</b>     | <b>(178.614)</b>     |

## **Our approach to change**

Delivering the scale of cuts shown above (and those we still need to make) would not have been possible without a recognition that we need to do things in different ways – to achieve more with less. This has meant some very difficult decisions but they have been taken within a framework of values and priorities and with an eye on how the City Council will change in the years ahead.

Our values and priorities have meant that we prioritised working together for a city of growth in which every child, citizen and place matters. We see the City Council's role as providing strategic leadership for the city and ensuring the provision of decent services for all. Within that we have a particular focus on supporting those least able to support themselves and working with partners to take a whole system approach, with citizens and neighbourhoods at the heart of our decision making. We have recognised for several years that we need to change our organisation radically, not just to manage with far less money, but to deliver on new expectations. Over recent years a picture of a new council to play different roles and deliver new functions in the changing world around us has emerged ever more clearly.

We have not created a detailed, top-down blueprint for this new city council, but we have recognised some key drivers of change and several ways in which it will be different.

## **Our Council of the Future will be:**

- **Smaller and more strategic.** The role of the Council will be less about direct service delivery and more about supporting a wider range of partnerships and providers, including social enterprises and the contribution of voluntary effort and the community. At the same time it will be more effective at strategic leadership – one of the fundamental roles of the city council.
- **Partnership based.** The new role of the council will be more about empowering bottom up action and brokering partnerships between communities and organisations that contribute to the future of the city.
- **Less about structures and more about people.** Structures will be lighter touch and less defined from the top down. Bureaucracy and rules will give way to more flexibility and more ownership of issues by residents, partners and staff.
- **Better at managing demand.** This will involve actively planning to avoid unnecessary service pressures and supporting people to be more independent.

## **Proposals for consultation**

As explained at the commencement of public budget consultation, we intend to take a phased approach to the development and implementation of our employee consultation on these proposals.

We want to ensure that we have clearly considered options ready to enable meaningful consultation before we formally launch proposals. Therefore we will be launching proposals for consultation on a phased basis over the coming months.

There is one corporate cross cutting proposal called the Future Operating Model (reference CC2 – business case attached as Appendix 2), and additionally there are a range of proposals that are specific to particular services.

Details of the proposals ready for consultation can be found in the attached appendix 7. Further workforce details and business cases will be released as these are known.

### **Consultation obligations**

The Council has a duty to issue this Letter and must inform and consult appropriate representatives of Trade Unions of any employee who may be affected by a review of the above proposals.

With a view to reaching agreement on the proposals if at all practicable, the Council will hold discussions with Trade Union officials to discuss the proposed budget reduction proposals including any proposed redundancies and will consult on ways of avoiding any dismissals, reducing the number of any employees to be dismissed and mitigating the consequences of any dismissals.

Additionally the Council will consult directly with affected individuals.

Should you wish to provide consultation feedback on any of the proposals commencing consultation please do so via the Employee Consultation mailbox or via your manager or trade union representative.

### **Mitigating the effects of potential redundancies**

This Letter in no way affects the Council's commitment to take all practicable steps to avoid the proposed redundancies, reduce the potential number of employees displaced or to mitigate the effects of any potential redundancies. Mitigating actions include:

- Registering staff as Priority Movers and using In-Source services to explore alternative employment within Birmingham City Council for any remaining displaced staff and facilitating appropriate training and development opportunities to aid such transition.
- The introduction of recruitment controls and either holding vacant posts for potentially displaced staff or the circulation of vacancies and development opportunities to staff within the Directorates to stimulate movement away from potentially at risk areas, minimise any increase in headcount and to maximise the Council's ability to redeploy staff at risk.
- The Council has an existing policy regarding the redundancy package that will be paid to any compulsory redundant employees. This information will be provided as part of the consultation process.
- Inviting 'affected' employees to apply for Voluntary Redundancy, where it is available.
- Filling any current funded vacancies with appropriate employees that may be displaced.
- Continually reviewing business cases for overtime working and ensuring that the request for additional hours cannot be filled by displaced employees.

- Out-placement support and the deployment of the Bridge Initiative, or similar event(s).
- Ensuring that the usage of agency workers is managed through the agency approval process to ensure they are only used in those situations that are business critical and cannot be filled by displaced employees.
- Identifying if any roles that are currently covered by contract workers that could be filled with appropriately competent employees that may be displaced.
- Offering staff that may be displaced the opportunity to apply for any new posts created within any new organisational structure in line with the principles agreed with the trades unions regarding assimilation.
- Consideration of applications for job share and reduced working hours, in appropriate cases.
- Exploring the potential of alternative delivery vehicles such as mutuals.
- Reviewing other non-staffing expenditure to reduce costs / increase revenue.
- Any other measures that are identified and agreed as part of consultation.

However, where the measures outlined above may prove to be insufficient and, as a result, the council then needs to consider whether redundancies will be necessary in accordance with the enclosed proposals.

### **Implementation Timetable**

In accordance with statutory obligations it is proposed to implement the new structures as soon as that requisite consultation has been completed according to each proposal as detailed in the proposed Budget 17/18. Each Directorate has developed a consultation and implementation plan, which is subject to the outcome of consultation and therefore, there is a plan for each proposal involving workforce reductions, stages of implementation and timings, and these will be provided by the Directorates.

### **Redundancy Payments**

Our redundancy policy is that we use the statutory calculator but at actual pay.

On an annual basis we review the efficacy of having an enhanced voluntary redundancy offer and consult on this matter including the terms with trade union colleagues.

Voluntary Redundancy is likely to open shortly, as applicable per usual policy and application process.

### **Assistance and Employee Support**

Support would be given to any person in a redundancy situation. HR can provide advice and guidance for the search for alternative employment. Financial and pension advice will also be available.

A free employee assistance scheme, funded by Birmingham City Council, is available for employees, should they wish to talk to someone in confidence. The telephone number is 0800 028 5148.

## **Numbers and descriptions of 'affected' employees**

The summary of the workforce numbers affected is set out in Appendix 7 and is correct at this time. As consultation progresses the nature and number impacted by the proposals and release of the associated business cases will be reflected for other budget proposals.

## **ACIVICO Employees and (any other known WOC employees).**

At the time of writing to you, it is not yet known whether or not these proposals should apply to Employees in these companies. Once corporate colleagues have been able to speak with the relevant officers a further update will be provided.

## **Consultation Period**

It is proposed that the consultation period commences for at least 45 days in line with the number of proposed reduced posts and statutory requirements.

Directorates will consult with trade unions in respect of their service specific proposals and so further periods of statutory consultation will take place as these service specific proposals develop, business cases are released and/or are approved by Full Council in February 2017.

Implementation in respect of any proposal affecting employees will take place once the requisite consultation and the necessary governance process has been undertaken

## **Individual Consultation**

Following the commencement of trade union consultation, arrangements will be made to consult individually with affected employees about the Council's proposals in more detail and how the proposals may affect them personally. If you have any questions in the meantime, you can do so via your line manager and/or to your union representative or during any individual consultation meetings.

## **Public Sector Equality Duty**

Public consultation on the proposals commenced on 9 December 2016, as did engagement with staff and trade unions. Feedback is being collated. Nothing specific has yet been identified, but there will be further work to understand the impact on each of the proposals. A full equality impact assessment will be carried out as necessary, and considered before implementation of the proposals.

## **Selection process**

The proposed method for selecting those employees to be made redundant will be based on the Council's current redundancy selection criteria framework which will be reviewed as part of the consultation process, and as part of the consultation process, we also wish to consult with you on whether any amendments to the current principles for assimilation and ring fencing are required.

## **Method of carrying out any redundancies**

If, after consultation, and after mitigating action has taken place, compulsory redundancies are unavoidable, it is proposed that:

- Termination of employment by way of redundancy will be affected by the issue of notice of termination for the relevant statutory period, and
- Any redundancy payments will be in accordance with existing policies.

## **Appendices**

Set out below is the detail, as is currently proposed in respect of the workforce implications and proposed redundancies (as currently known) arising out of the service specific proposals set out in the Budget 17/18, or as a result of the proposed FOM.

As consultation progresses and further provision of information and business cases becomes available, these appendices will be updated and added to as necessary.

Finally, I recognise that this is a difficult time for everyone; it is the Council's intention to try to reduce the impact of any potential changes within the workplace.

Yours faithfully



Mark Rogers  
Chief Executive, Head of Paid Service

## **Circulation:**

- *All relevant Trade Union Representatives*
- *All Birmingham City Council Employees*
- *Director of HR*
- *Deputy Leader*
- *Portfolio Holders – relevant Members as applicable*

## **List of Appendices:**

**Appendix 1: Council of the Future**

**Appendix 2: Business Case for Future Operating Model proposal (ref CC2)**

**Appendix 3: Operating Model Functional Diagram for FOM**

**Appendix 4: Current Corporate Leadership Team Structure**

**Appendix 5: Proposed Corporate Leadership Team Structure**

**Appendix 6: Budget Consultation Summary 2017 to 2018**

**Appendix 7: Consolidated Proposals and anticipated workforce numbers**



### **Business Case for The Future Operating Model Proposal**

#### **Reference Number CC2**

The Senior Responsible Officer for this proposal is the Chief Executive. Following the Kerslake review and subsequent progress reports, it has become increasingly evident that the combination of the scale, complexity and pace of change required of the City Council in respect of delivering improvement, transformation and making further significant savings is a huge challenge for the authority. One consequence of this is that it has been prudent to re-examine the strategic leadership capacity and configuration required to secure timely, effective and sustainable organisational governance and change.

Over the last 15 months Birmingham City Council has been collecting feedback from its partners, citizens and staff on what a council of the future in 2020 should aspire to be like. This has focused work on defining five key areas, which together form the “whole council” element of the Council of the Future model (shown in the inner circles of the diagram below), namely:

- Purpose
- Vision, priorities & priority outcomes
- Guiding principles
- Big moves & enablers
- Values & behaviours



These areas set out to describe how Birmingham City Council will operate and deliver services by 2020 and are described further in the Council’s Plan and associated website material. The council, partners and citizens have set out aspirations that a Council of the Future will be:

- Inclusive
- Sustainable
- Connected
- Diverse and reflect the city it serves
- Have a clear purpose and sense of leadership
- Agile – i.e. responsive and proactive
- Skilled and forward thinking

Birmingham City Council will operate as an 'Enabling Council' – our Council of the Future model clearly sets out how Birmingham City Council is an enabler to Birmingham using its assets and influence to join together the City and the region in delivering improved services to 'make a positive difference every day to people's lives'. And as shown in the model, with our four main priorities as:

- Children;
- Housing;
- Jobs & Skills; and
- Health

The principles for achieving our new Future Operating Model are:

- Directorates enabled to deliver "co-commissioning" models of working with communities and partners;
- A coherent, linked and consolidated corporate grouping of all core support services;
- Streamlined management structures with reduced layers between the chief executive and the citizen to support the organisation's role in local leadership;
- A clear "Birmingham Leadership" role that has transparent accountability and broadly consistent spans of control;
- A focus on ensuring the recruitment and/or retention of the right people with the right skills in the right roles
- Strengthened arrangements for talent management and succession planning - e.g. apprentices/graduates

The proposed Future Operating Model is shown as a functional diagram in **Appendix 3**. This has been discussed and agreed, subject to consultation, by the Council Business Management Committee and the Portfolio Holder (Deputy Leader).

### **Implementation timescales:**

The Future Operating Model will be implemented in three phases. The approach aims to ensure the right supporting structures can be put in place, as well as the required changes to ways of working. The implementation of the Future Operating Model will require significant and substantial changes to current job roles and responsibilities which Birmingham City Council will be consulting affected staff on.

## **Phase 1 – Rationalisation of Support Services**

Phase 1 will commence in early January and complete in April 2018, and will be split into three parts 1a, 1b and 1c.

### **Phase 1a**

This first stage involves reshaping the Corporate Leadership Team in readiness for delivering the new Operating Model. It is proposed that a number of posts will be deleted, and a number of new roles created with a new corporate organisational structure introduced. Consultation will begin in January 2017.

To ensure that the City Council can deliver the Future Operating Model, it is imperative that the organisation adjusts its structures to align with the model.

At its centre the organisation requires a streamlined, disciplined operating centre that enables Directorates to achieve the priorities of the organisation.

As a consequence of assessing the impacts of the first stages of development of the Council of the Future, it is being identified that the most immediate and significant pressures on strategic capacity are in relation to:

- Development and implementation of the authority's new "enabling" Future Operating Model to deliver the Council's vision, priorities and outcomes for citizens, partners and stakeholders;
- Defining and shaping the Council's strategic approach including appropriate governance, assurance, financial capacity and capability building;
- Robust programme management of the financial systems, processes, budget development and delivery and key transformational activities.

The key elements of the new team would be:

- To provide modern strategic leadership of corporate services for the Council, citizens, partners and stakeholders that supports current and future business transformation and improvement programmes
- To support effective strategic direction-setting and business prioritisation
- To develop and implement robust financial management systems, processes and procedures to deliver a balanced budget and achieve the set savings targets
- To continue to work with elected members and portfolio holders to develop and constantly revise service strategies and citizen propositions that are consistent with the delivery of the Council's priorities
- To bring a deep knowledge of the current and changing external landscape and market place to the Council and to ensure that it makes the most effective use of

modern standards, solutions and good value investment and commercial decisions.

The new future operating model outlines a number of changes to the current Corporate Leadership structure which is shown on **Appendix 4**, with the proposed new Director structure shown on **Appendix 5**.

The intention is to retain the four Directorate theme of Corporate (covering Transformation and Finance), People (covering Children and Young People and Adult Social Care and Health), Place and Economy.

### **Change & Support Services**

The directorate will be re-titled from Change & Support Services to the Transformation Directorate. All support services, bar finance, will transfer into this directorate led by a Chief Operating Officer instead of a Strategic Director. All support services currently within other directorates will transfer into the Transformation Directorate.

### **Finance & Legal Services**

This directorate will be known as 'Finance' and re-aligned so as to bring in the service finance teams from other directorates and will be led by a Chief Finance Officer instead of a Strategic Director. Shared Services and Legal Services will move to the Transformation directorate.

### **Economy**

The Strategic Director post will be renamed to Corporate Director. Support services within this directorate will be transferred to the Transformation directorate. The Economy directorate will be increasingly aligned with the structures, systems and processes being developed as part of the West Midlands Combined Authority.

### **Major Programmes & Projects**

The Strategic Director role will continue to be directly employed by the city council but the postholder will cease formally to be part of the Corporate Leadership Team structure, but will still report to the chief executive. The role will focus predominantly on delivering key elements of the West Midlands Combined Authority's strategic economic plan.

### **People**

The ongoing establishing of the Birmingham Children's Trust and the changing health and social care landscape, as embodied in the sustainability and transformation planning initiative, requires a review of the current leadership arrangements for the People Directorate. This creates an opportunity to re-shape the rest of the directorate with support service functions in this Directorate moving to the Transformation directorate.

It is proposed to retain the People Directorate, but to delete the post of Strategic Director for People and introduce Corporate Directors for Children and Young People and for Adult Social Care and Health. The respective Corporate Directors will hold the statutory roles of Director of Children's Services and Director of Adult Social Services respectively.

### **Place**

The Strategic Director post will be renamed to Corporate Director. Support service functions in this directorate will be transferred to the Transformation directorate.

### **Assistant Chief Executive**

The post was originally created for a fixed period of two years. Given the scale of transformation and improvement faced by BCC, it is proposed that this post be extended for one more year on a fixed term basis to provide additional capacity in this arena.

**Phase 1b** will commence in March 2017 and will provide further detail of the wider Senior Leadership Team and the bringing of support services in to the Transformation Directorate from the other directorates, led by the Chief Operating Officer. This will take place immediately following the implementation of agreement to the changes to the Corporate Leadership Team.

### **Consolidated Support Services**

An underlying principle of the Future Operating model is to consolidate support services into a singular directorate. It is proposed that the council moves from a mixed model of corporate and directorate based support services to a fully consolidated and rationalised corporate model of support to the organisation with all support service functions in directorates transferring into the Transformation Directorate. This will enable duplication to be minimised, standards to be consistent, bureaucracy to be reduced and discipline to be applied in how the council follows through on deliverables, reports progress and meets deadlines.

Moving to this model of consolidated and rationalised corporate support services is well evidenced by a number of other authorities and organisations as a model of providing lean systems, processes, reduced duplication and clearer advice, guidance and support to the organisation. Looking to other models that are in place in other Authorities and organisations it is reasonable to expect that the support functions of the organisation are between 10% and 20% of the total size of the organisation. Presently Birmingham's support service function equates to a total of around 30% of the total size of the organisation.

Through rationalisation it is proposed to reduce this to between approximately 15% to 20% of the total size of Birmingham City Council's workforce. The current structure will be modified in a way wherein the technical / organisational / process changes mean that fewer staff are required to perform the support services functions

of the authority and because funding cuts mean that staffing costs need to be reduced.

The Support Services that will be involved in the transfer into the newly formed Transformation Directorate, led by the Chief Operating Officer, include posts that work in job roles to deliver:

- Human Resources
- Legal and Governance Services (i.e. includes democratic & political support)
- Communications and Marketing
- Employee and Citizen Engagement
- Service Redesign
- Business Administration
- Transactional Shared Services
- Facilities Management (to include corporate landlord and receptions)
- Policy and Executive support
- ICT and Digital
- Procurement
- Customer Services
- Shared Services
- Contract Management
- Client Management
- Organisational Development (including change management and learning & development)
- Project and Programme Management Performance Management
- Data Analysis and Insight
- Commissioning

The Services that will be involved in the transfer into the newly formed Finance Directorate, led by the Chief Finance Officer, include posts that work in job roles to deliver:

- Strategic financial forecasting and budget setting
- Strategic and Corporate Accountancy
- Audit

A broad definition of support roles under these categories has been used to capture those roles considered in scope. To ensure that consultation is meaningful this scope will be confirmed through the phase 1b consultation period and briefing sessions will be held with affected staff to discuss the rationale, timescales and handle any questions staff may have.

A complete list of these consultation sessions will be communicated via Weekly News, posters, E-mails and via Trade Union channels. Colleagues can also arrange to speak with one of the team directly, or provide feedback via [employee.consultation@birmingham.gov.uk](mailto:employee.consultation@birmingham.gov.uk).

The purpose of consultation during this phase is to consolidate all relevant posts into a singular directorate. Thorough service redesign work needs to be undertaken alongside the system integration work currently being delivered as part of Integrated Support Service (ISS) to clearly define what structures would be best placed to deliver an effective Transformation function.

### **Senior Leadership Team Changes**

Now that consultation with the Corporate Leadership Team has ended, we are moving on to reshape and resize the Senior Leadership Team. Consultation with this cadre of staff has commenced.

One of the key principles of the implementation of the future operating model is to consider synergies across the Council and ensure that roles and responsibilities of roles are clear to minimize and reduce duplication as well as ensuring management structures and tiers are clear and fit for purpose in the organization. The senior leadership team has been considered as a cohort of staff rather than within individual Directorates.

A review of the structure of the Council through the lens of the future operating model concentrates changes in the following key areas:

### **Transformation**

Over the last 12 months the Change and Support Services leadership team have put in place the building blocks to enable the consolidation of support services into a single directorate in line with the underlying principle of the Future Operating Model.

The 'purpose', to drive what we do, agreed in April 2016 by the Change and Support Services leadership team is to **'enable others to succeed by providing leadership and support'**. The focus on both appointments made and the development of skills and capabilities across the directorate have been to meet the needs of managers in frontline services. Key 'Enabling strategies' including the 'ICT and digital', and 'Citizen access' strategies have been developed and launched and we are continuing to build the involvement of partners and customers in the development of our services and what we need to focus on.

We recognise that we still have further to go and, in line with the principles of the Future Operating Model, and now as part of the organisational operating model, we are ready to launch the consultation on the make-up of the senior leadership team.

The principles that have been used to guide the model to be consulted on are:

- To enable Directorates deliver "co-commissioning" models of working with communities and partners;
- A coherent, linked and consolidated corporate grouping of all core support services;

- Streamlined management structures with reduced layers between the chief executive and the citizen to support the organisation's role in local leadership;
- A clear "Birmingham Leadership" role that has transparent accountability and broadly consistent spans of control;
- A focus on ensuring the recruitment and/or retention of the right people with the right skills in the right roles
- Strengthened arrangements for talent management and succession planning

To this extent, the future senior leadership team will be accountable to the Corporate Leadership Team and in particular the Corporate Directors of delivery directorates will be responsible for enabling managers and senior leaders to commission or deliver services in an efficient and effective manner with support that is fit for purpose, processes and systems. Colleagues in the Transformation Directorate will view and treat delivery directorates as customers and work in a manner that reflects the values and behaviours expected of all Birmingham City Council colleagues:

We put citizens first

We act courageously

We are true to our word

We achieve excellence

A customer survey has just been completed and the result of this will be used as a baseline for future performance against SLAs, and indicators will be reported on a regular basis.

The rationalisation of support services was set out as phase 1 of the overarching Future Operating Model. To enable this to happen there is a need to bring together, or consolidate, all support services into the newly formed Transformation Directorate, and this will happen in April 2017. The rationalisation of support services to realise these savings will commence in September 2017 and is not part of this phase of consultation.

Phase 1a saw the formation of the Transformation Directorate and the establishment of the role of Chief Operating Officer to replace the role of Strategic Director, Change and Support Services. In developing the proposed senior leadership structure in the Transformation Directorate we have considered:

- The need to have in place (business partner) roles that link with delivery directorates to ensure customer needs are paramount in the design and delivery of services
- A corporate and consistent way of operating to ensure effective and efficient practices and models are built , and shared learning is the norm
- Where specialisms and core knowledge is required to support specific frontline services, specialist / technical roles will be incorporated into our structures



- The need to minimise disruption to our customer, senior managers subject to this consultation and the teams they manage.

Alongside the consolidation of support services currently located in People, Place and Economy into the Transformation Directorate, Legal Services and Facilities Management functions will now also be transferred in the Transformation Directorate.

It is proposed that functions in the new Transformation Directorate will be grouped as follows:

| Human Resources   | Business and Improvement         | Communications and Marketing | Customer Services                | Commissioning and Procurement | ICT and Digital                        | Legal Services   |
|---|----------------------------------|------------------------------|----------------------------------|-------------------------------|--|--|
| Human Resources   | Business planning                | Communications               | Customer Services                | Commissioning                 | ICT                                    | Legal  |
| Shared Services   | Improvement                      | Marketing                    | Revenues & benefits              | Procurement                   | Digital (including Digital Birmingham) | Governance services (including – democratic and political support) |
| Organisational Development (including Learning and development) | Programme management office      | Employee engagement          | Contact centre                   | Contract management           | Service Birmingham relationship        | Risk and assurance   |
| Service redesign  | Project and Programme management | Citizen engagement           | Income collection                | Commercialism                 |  |  |
|   | Data analysis Insight and policy |                              | Business support (PSS)Receptions |                               |  |  |

Each group of functions will be headed by a Service Director or Service Assistant Director.

## Finance

A key principle of the future operating model is to ensure that there is a strong finance function to support the finances of the business for the future. The creation of a CFO position that focuses purely on finance affords a significant level of senior capacity to ensure that the financial management of the Authority can respond to the current budget position, enhance financial planning and projections whilst putting in place robust finance systems and processes. In addition the role will lead on the Audit function for the Authority. The movement of all finance posts to a singular Directorate reveals a senior management structure which is out of proportion with the rest of the organization and does not fit with the other support service models in place.

A review of the Assistant Director Finance posts proposes that those focused on departmental areas would benefit from moving to a business partner model, in line with the Transformation directorate structures. It is therefore proposed to streamline the Finance senior management structure to ensure there is reduced duplication, a clearer role within the organization as an effective and proficient support service to Directorates whilst maintaining clear corporate financial management. The proposed consolidation of the Finance directorate would result in the reduction of 3 posts.

## **Jobs and Skills**

The Council of the Future defines four key priorities, one of which is Jobs and Skills. In reviewing the structural portfolio of this priority it was identified that several activities in relation to this area of work were spread across the Council with different Directorates leading on employment and skills advice and activity dependent on the age of the resident liaising with the Council. This provides a confusing front door to the citizen, multiple hand-off points and increases the risk of creating gaps and causing duplication in job roles. In addition it has an impact on the speed of decision making and availability of information to the Portfolio Holders.

The employment and skills development for children, new industries, vulnerable groups, Birmingham Residents and employers is currently split across three Directorates. It is therefore proposed that these activities are brought together under a singular division and positioned within the Economy Directorate. The services are proposed to sit together to facilitate excellent working relationships with education, skills providers and businesses linking activity directly to the economic growth and prosperity agenda being led by the Directorate.

## **Children**

Identified as the main priority within the operating model it is clear that the delivery and provision of a high quality service to the Children of Birmingham is required within the operating model. The newly created Children and Young People Directorate enables the Authority to provide clarity and consistency in the delivery of services to the children of Birmingham.

The DCS will work closely with the Chief Executive for the Children's Trust to ensure there is clear commissioning in place for the delivery and provision of key children's safeguarding and prevention services. Therefore until the formal establishment of the Children's Trust the Directorate will host existing Children's Social care delivery pending the recruitment of the Children's Trust Chief Executive.

The Education service will be reformed and stabilised to ensure that the capacity is in place to continue the work required to ensure the education provision across the City is rated good – outstanding as part of the education improvement journey.

## **Health**

In recognition of the priority to improve Health across the City the creation of the Corporate Director for Health and Social Care is intended to ensure that services work better together across the social care and health landscape to determine better outcomes for citizens. The DASS will be responsible for the delivery of a significantly altered adult social care delivery model, where the skills required to deliver this change are balanced between operational social care, commissioning and transformation delivery. It is therefore proposed to restructure the provision of Adult Social care to enable the transformation to be delivered.

## **Housing**

To achieve the priority set out of delivering improved and increased housing across the City, a reconfiguration of how communities are supported to develop the opportunities to revise and refresh the offer across the City. The introduction of a more robust political community model, which includes Assistant Leaders, requires a review of how services are delivered and operated in communities. The exploration of community based service provision requires a number of services including neighbourhood and District offices, library services and culture and visitor economy to be reframed.

In addition the distribution of housing provision services across the Council has been reviewed and to avoid duplication of activity and causing confusion by multiple contact points to different teams, it is proposed that permanent and temporary housing provision services are brought together with homelessness services to enable a simpler and less complex customer journey through services.

The implementation of a different community's model requires a Senior Leadership position to be created to lead on this agenda, to ensure that the strategic levers to changing community provision can be connected to drive a sustainable community model for the future.

## **Phase 1c.**

The third stage of implementing Phase 1 will include a redesign of the support services to ensure the Transformation and Finance Directorates are providing adequate and efficient support that enables Birmingham City Council to be a modern and effective organization. Consultation on this stage will commence in September 2017 to enable design work to be completed by relevant users and owners across the summer.

## **Phase 2 – Review of Spans and Layers across whole organisation**

It is proposed that Phase 2 will commence in March 2017, completing in April 2018.

Consultation will commence in early March 2017 for colleagues affected by the proposals in 16/17 for Economy and Waste Management.

For all other areas consultation will commence on spans and layers in April 2017.

This will support the second stage of organisational restructures (referenced above) to ensure that the right roles are being moved into the right supporting structures of Birmingham City Council.

The significant reduction in the Council's overall budget will mean that difficult decisions need to be taken that will have an impact on citizens, partners and colleagues. Following Phase 1 it is, therefore, important that the management arrangements across the whole of the council are reviewed to ensure they are fit for purpose and streamlined.

A piece of work has been undertaken to identify the current number of management tiers and the span of control for managers and supervisor roles. From this, and in line with best practice and academic research, key principles have been identified that will inform the management arrangements going forward.

The review has identified that across the council there are approximately over 2,200 posts with management responsibility and an average span of control at 5:1, with the number of layers between the Chief Executive and the citizen currently being between 7 and 9 depending on Directorate.

In the completion of this scoping exercise, a 'Manager' was defined as having the responsibility for strategic operations, planning and formulating business policies or directing the work of a service. In addition, a manager has supervisory authority that is beyond routine or clerical nature and requires consistent use of independent judgment. This includes the formal evaluations of colleague's performance and responsibilities to resolve employment issues.

Taking into account learning from other local authorities, large organisations and academic research, the optimum number of tiers to improve communication and accountability in an organisation is five.

- It is, therefore, proposed to introduce the following principles in reviewing current management arrangements and in all further restructures:
  - o a consistency in management layers across the Council.
  - o the introduction of a maximum of five layers between the Corporate Leadership Team and 'frontline' services, determined as follows:

- Layer 1 - Chief Exec and Corporate Director
- Layer 2 - Service Director
- Layer 3 - Assistant Director / Head of Service
- Layer 4 e.g. Team Manager/ Team Leader/ Operational Manager
- Layer 5 e.g. Senior/ Supervisor/ Site Manager

The Supervisor role would be reserved for use in front line services only, with departments being encouraged to use a senior technical/strategic post where possible to ensure management tiers are kept to five layers in all areas.

This is in keeping with the work supported by the LGA that identifies the decision making accountability of Authorities is significantly reduced where there is a saturation of management posts at all levels. These layers and reduced spans of control result in a lack of accountability for actions in an authority as it is difficult to pin point where and how the strategic decision points are made.

In discussions with Directorates it is also recognised that there is often a need for an individual to be considered a senior leader in the organisation because of the external relationships they hold or their technical/specialist expertise. This proposal recognises that there should be a formal position in our structures to recognise these skills but these individuals should not manage staff to ensure that their expertise can be directed to the most essential strategic outcomes. The JNC and NJC grading scheme currently recognises these skills and in the implementation of this model the organisation will recognise these Technical expert or Specialist roles alongside the role of the manager creating a Birmingham Leadership cohort.

In addition to looking at other local authority arrangements, academic and private sector research was reviewed. This shows that multiple layers of management reduce effective communication, accountability and productivity and, therefore, it is widely acknowledged that a broader span of control is more acceptable than a deep management structure. An accepted average in terms of management layers is seven, however, a number of Leadership specialists highlight that five layers is more than adequate for an organisation of up to 11,000 employees. (This is based on the average maximum span of control of 10 employees to one manager).

## **Economy**

In response to a reducing budget and changing requirements of the Economy Directorate as a result of a number of changes being driven by the Combined Authority and Midlands Engine agendas, the Economy department is proposing a new operating model which significantly shifts the focus of a number of roles. The rationale for this operating model is due to be released in a few weeks time.

The Future Operating Model review of structures identified duplication and confusion between the different skills and employment agendas positioned across the authority. The employment and skills development for children, new industries, vulnerable groups and Birmingham residents is currently split across three Directorates. It is therefore proposed that these activities are brought together under a singular division and positioned within the Economy Directorate. The services are proposed to sit together within Economy to ensure that the activity links directly to the economic growth and prosperity of the skills agenda across the City. .

### **Phase 3**

As the operating model embeds, the next phase will entail going deeper and re-assessing how the organisation is functioning following the transition with Phase 1 and Phase 2. It is felt this could be achieved at that time, with Phase 3 consultation planned to begin in April 2018 and implementation to complete in September 2018.

### **Implementation principles**

The implementation of the FOM will work alongside existing structural proposals to ensure minimum disruption for the organisation and therefore will work with directorates to maximise the savings they are able to derive. An element of service re-design is envisaged and this will be provided from the Improvement Hub and Change Academy to assist services with the transition and learning new ways of working to embed the new FOM.

As infrastructure is an important key part of the FOM, the Integrated Support Services (ISS) programme will be subsumed within the FOM programme. This will ensure the risk of double counting is minimised and that the implementation of ISS provides the systems, protocols, processes, tools and ICT investment through the portal and associated ICT systems to enable a reduced rationalised support service model to provide the information and support required from the organisation.

The phasing outlined will enable minimum disruption to the organisation, ensuring that the senior leadership cohort is settled into roles prior to addressing the implementation of spans and layers across the organisation.

Proposals relating to the deletion of specific posts or roles will clearly articulate the impact of minimising or removing these roles by setting out the activities that will no longer be carried out in the authority.

As these changes will require a significant and substantial change in job roles and functions in order to deliver the future operating model to ensure that the leadership team has the required level of values, skills and experience to lead a 21st Century Council, the implementation will include a robust assessment of existing and future skills required in the organisation, and will also involve implementation of a clear management and leadership framework that supports the organisations

requirements of Birmingham's Leadership. This assessment will also be consistent for all external appointments in the future.

A proposed competency framework and definition of a Birmingham leader to inform clear requirements for leaders within Birmingham City Council is being developed. This will be used, alongside technical requirements for roles, as part of the selection and assessment processes for vacancies. In addition all leaders will undergo development centres based on these competencies and expectations to inform personal development plans for each leader in the organisation. This will commence with the senior leadership team in May 2017.

It is proposed that services will require support whilst transitioning to the new model and this will be provided via HR and the Improvement Hub – both of which can assist with service re-design and change management support.

## **Governance**

The Governance necessary to implement the Future Operating model will be subject to the usual Council decision making processes. In view of the proposed financial savings, it is anticipated that the FOM will amount to a key decision, and therefore the financial element will need Cabinet approval and, if the savings are to be delivered as part of the 2017/18 target of £78m, then should also be included in the Report to Full Council at the end of February as part of the Budget approval process. The proposed savings will subsequently need to be justified including deliverability, as the business case develops further and prior to consultation, and the subsequent decision making process.

Any new posts at Corporate Leadership level, and any new leadership posts with statutory responsibility or reporting to a Corporate Director will be made by the Chief Officer and Deputy Chief Officer Appointments, Dismissals and Service Conditions Sub-Committee. Any newly established posts will be determined in discussions with the Deputy Leader and will be job evaluated under the Council's JNC job evaluation scheme. They will be subject to the same terms and conditions as current JNC roles re pay and grading.

A full delivery plan, including associated risks and issues, and communications planning is developed. The data used for the review mentioned in this paper is as at November 2016. To avoid double counting, the above FOM work will need to take into consideration any current or new budget proposals in development (workforce detail yet unknown), and those savings already identified as Integrated Support Services.

## Estimated Financial Savings from the FOM

The efficiencies from the Future Operating Model take into consideration committed savings from Integrated Support Services (ISS) and this is already reflected in the financial table below.

The level of savings expected from the proposal will be:

|   | <b>17/18</b>  | <b>18/19</b>  | <b>19/20</b>  | <b>20/21</b>  |
|---|---------------|---------------|---------------|---------------|
| <b>Operating Model (new savings)</b>      | 5.000         | 31.000        | 35.000        | 35.000        |
| <b>Operating model (existing savings)</b> | 7.710         | 9.460         | 9.860         | 9.860         |
| <b>WOC 2 (existing savings)</b>           | 0.144         | 0.281         | 0.281         | 0.281         |
|   | <b>12.854</b> | <b>40.741</b> | <b>45.141</b> | <b>45.141</b> |

## Alternative options to delivering the Future Operating Model

Whilst the authority may continue to deliver support services as it does currently, the FOM proposal outlined in this paper is expected to deliver considerable savings to the council. If the operating model is not approved, then the financial savings outlined above could not be achieved.

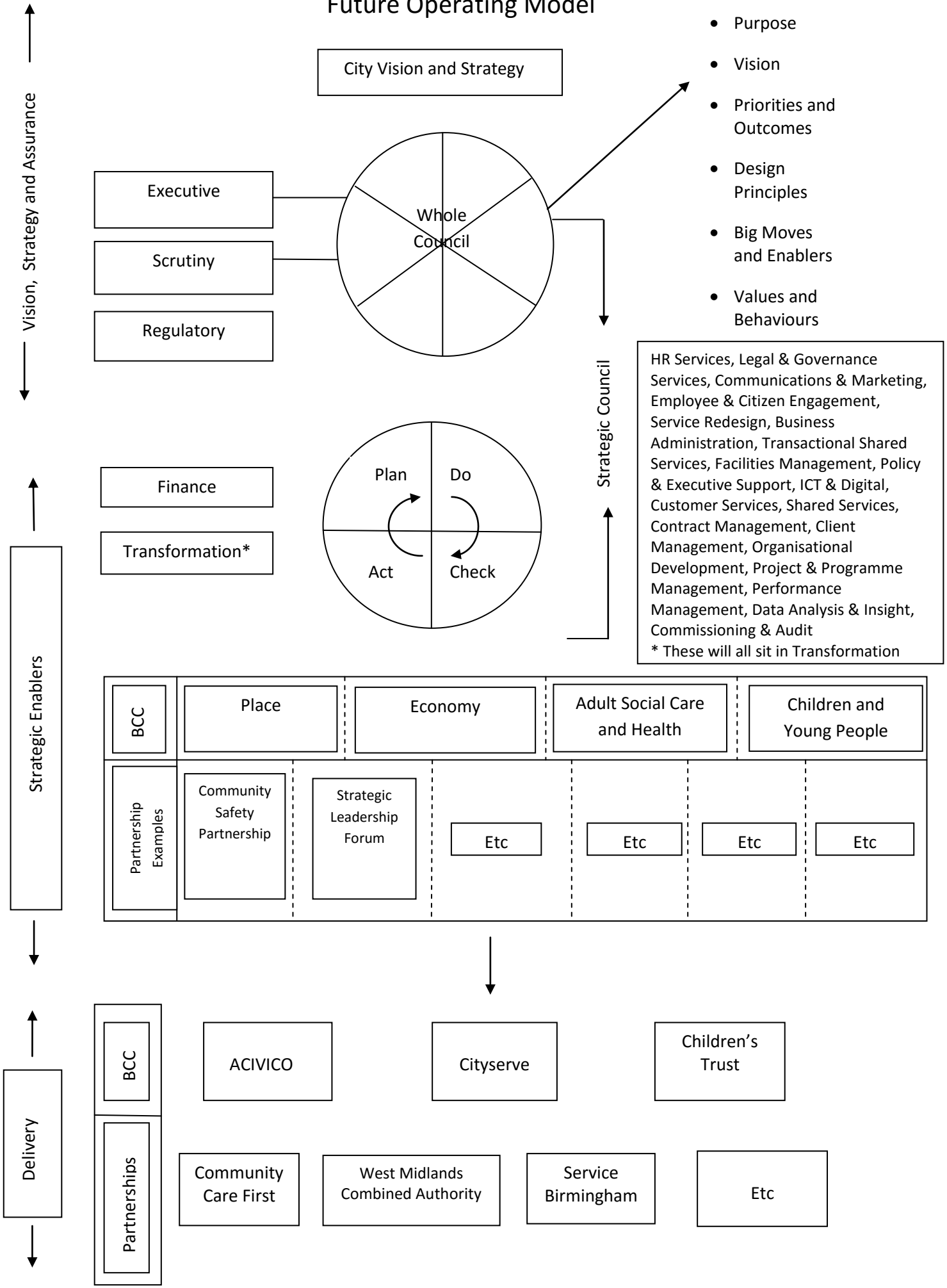
A large proportion of support services currently sit within Corporate Services however, there is also a large proportion of support services within the other Directorates. It is envisaged that these posts will be re-aligned, restructured and rationalised in line with the new Future Operating Model.

It is therefore also necessary to re-examine the Strategic Leadership capacity required, to secure timely effective and sustainable organisational transformation and service improvement in respect of support services for the Council, through the creation of a new team structure at the JNC level.

Although outsourcing is always an alternative option to proposals such as this, this is not viable for BCC at this current time as the proposed FOM has clear strategic delivery expectations for the future which cannot be supported by support services that are structured within a separate organisation.



# Future Operating Model



- Purpose
- Vision
- Priorities and Outcomes
- Design Principles
- Big Moves and Enablers
- Values and Behaviours

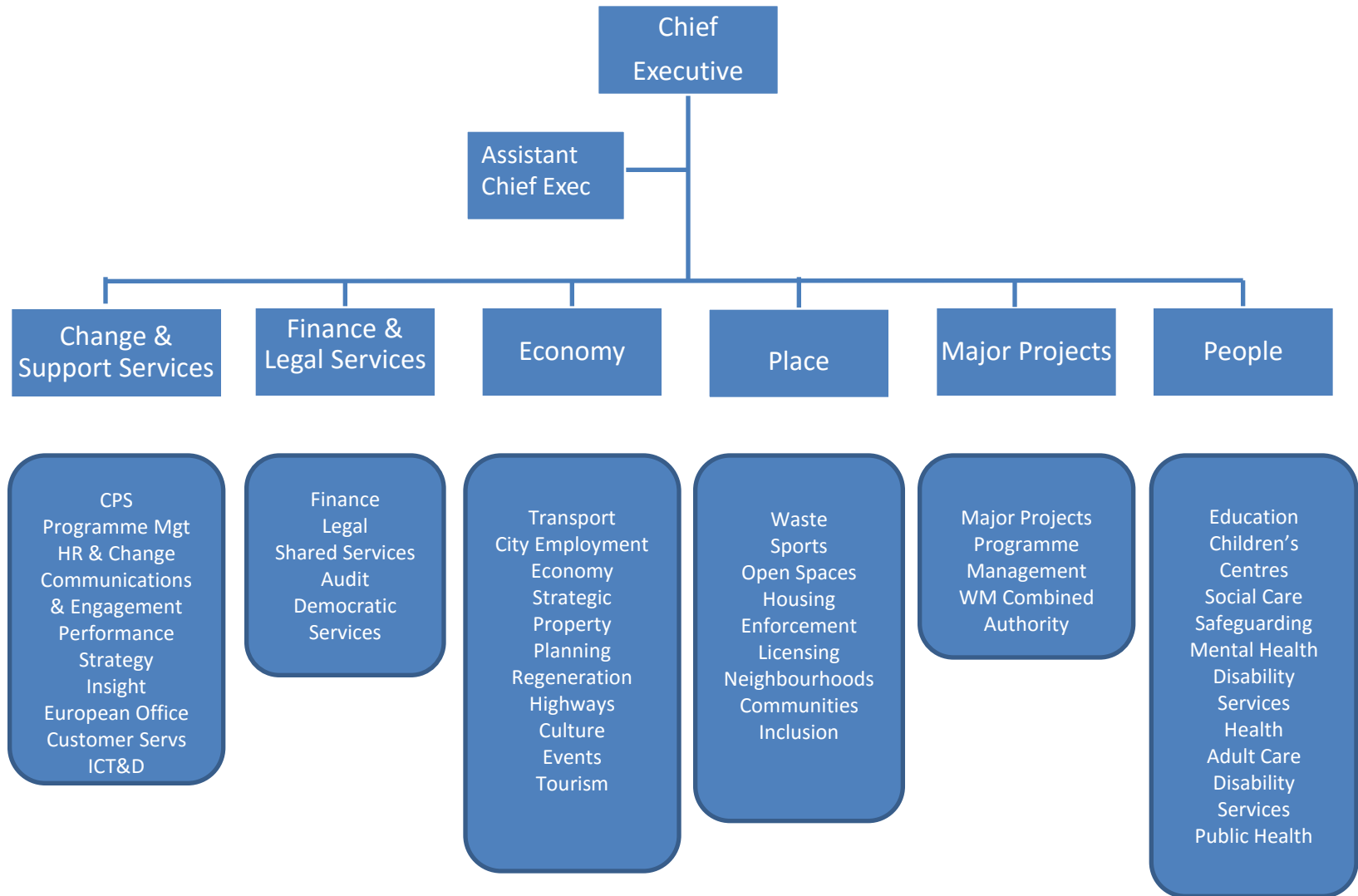
HR Services, Legal & Governance Services, Communications & Marketing, Employee & Citizen Engagement, Service Redesign, Business Administration, Transactional Shared Services, Facilities Management, Policy & Executive Support, ICT & Digital, Customer Services, Shared Services, Contract Management, Client Management, Organisational Development, Project & Programme Management, Performance Management, Data Analysis & Insight, Commissioning & Audit  
 \* These will all sit in Transformation

|                      |                              |                            |                              |                           |
|----------------------|------------------------------|----------------------------|------------------------------|---------------------------|
| BCC                  | Place                        | Economy                    | Adult Social Care and Health | Children and Young People |
| Partnership Examples | Community Safety Partnership | Strategic Leadership Forum | Etc                          | Etc                       |

|              |                      |                                  |                    |
|--------------|----------------------|----------------------------------|--------------------|
| BCC          | ACIVICO              | Cityserve                        | Children's Trust   |
| Partnerships | Community Care First | West Midlands Combined Authority | Service Birmingham |
|              |                      |                                  | Etc                |

# Corporate Leadership Team – Current Structure

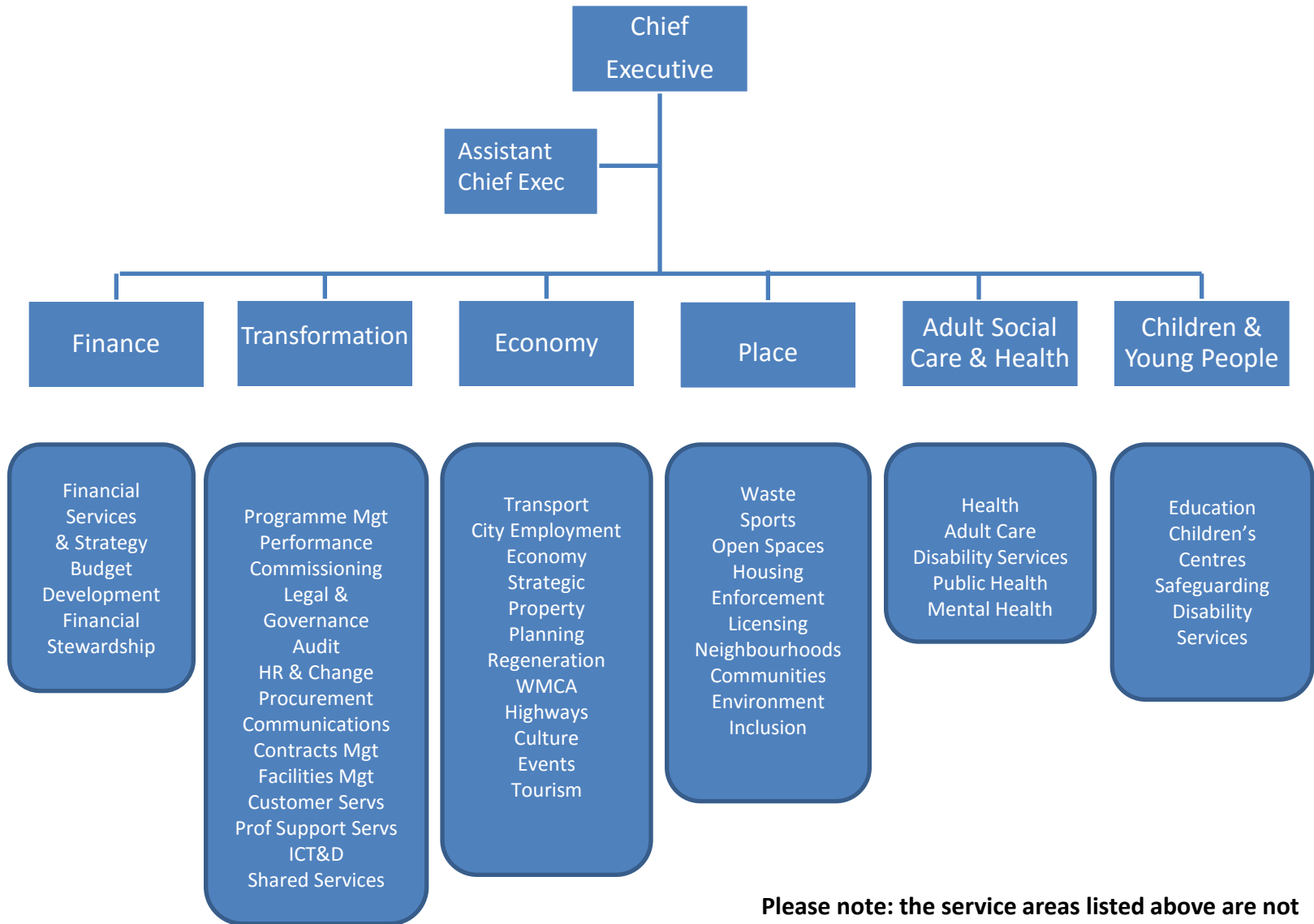
# Appendix 4



**Please note: the service areas listed above are not exhaustive and will be clarified during consultation.**

# Corporate Leadership Team – Proposed Structure

# Appendix 5



**Please note: the service areas listed above are not exhaustive and will be clarified during consultation.**

Consolidated list of savings 2017/18 onwards

| Reference No                    | Directorate               | Proposal  | Savings year | New (N) or Existing (E) Saving | 2017/18 Saving £m | 2018/19 Saving £m | 2019/20 Saving £m | 2020/21 Saving £m | Workforce reductions | Date appendix included in S188                                  | Date consultation due to commence (business case issued) | Total net post reduction |     |
|---------------------------------|---------------------------|---|--------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---|--|--------------------------|-----|
| CC1                             | CHANGE & SUPPORT SERVICES | Through the implementation of the Council's new Information Technology and Digital (IT & D) strategy it is expecting to realise savings in a number of areas. These will be achieved through tighter control and governance of its IT projects, an increase in partnership working with external organisations and by strategic investment in technologies that deliver savings to the Council. It will also commission an external review of its current IT service contract with Service Birmingham ahead of a re-negotiation. The aim is to reduce the cost of this contract to the Council.   | 17/18        | N                              | (10.020)          | (9.650)           | (11.770)          | (11.770)          | Yes                  | Any workforce implications are currently being scoped           |  |                          |     |
| CC2 - CLT**                     | CROSS CUTTING             | To ensure that Birmingham City Council can deliver the Council of the Future priorities, it is imperative that the organisation adjusts its operating model to align with the council vision and outcomes. At its centre the organisation requires a streamlined, disciplined operating core that supports delivery departments to achieve their priorities. The principles for achieving the proposed operating model are: - New ways of doing the things we do now – in some instances this could mean enabling others. In other instances it could mean more collaboration and partnership working.- A coherent, linked and established grouping of all core support services.- Streamlined management structures with reduced layers between the chief executive and the citizen to support our 'local leadership' role and provide clear accountability. - Retain the right people with the right skills in the right roles through talent management and succession planning. The implementation of the proposed operating model is scheduled to commence in January 2017 and complete in April 2018. The model will impact on all members of CLT.                                      | 17/18        | N                              | (5.000)           | (35.000)          | (35.000)          | (35.000)          | Yes                  | 12.01.2017  | 12.01.2017   | 0                        | 0   |
| CC2 - SLT                       | CROSS CUTTING             |   |              |                                |                   |                   |                   |                   | Yes                  | 01.03.2017  | 01.03.2017   | 14                       | 14  |
| CC2 - Heads of Service          | CROSS CUTTING             |   |              |                                |                   |                   |                   |                   | Yes                  | TBC   |  |                          |     |
| CC2- Team Leaders - Supervisors | CROSS CUTTING             |   |              |                                |                   |                   |                   |                   | Yes                  | TBC   |  |                          |     |
| CC6                             | CHANGE & SUPPORT SERVICES | It is proposed to cover the full salary costs of the Council's European and International Affairs team. This would be achieved through identifying a contribution to the running of the office in 2017/18 with the aim of moving to a full cost recovery model by 2018/19.  | 17/18        | N                              | (0.350)           | (0.726)           | (0.726)           | (0.726)           | Yes                  | Autumn 2017   |  |                          |     |
| CC7                             | CHANGE & SUPPORT SERVICES | The Council is seeking to deliver savings in this area through generating income through partner organisations e.g SLA, sub-letting arrangements and reducing expenditure.  | 17/18        | N                              | (0.060)           | (0.120)           | (0.120)           | (0.120)           | Yes                  | Autumn 2017   |  |                          |     |
| E20/E24/E25*                    | CORP RESOURCES            | The core functions around planning, enforcement, highways and project delivery will be maintained however there will be reductions in capacity particularly around new initiatives in those areas outside the Enterprise Zone and Economic Zones. Our capacity to support local organisations in bringing forward development/regeneration initiatives will be reduced. We will have to prioritise further around key outcomes with some initiatives taking longer to realise or commence as existing commitments are delivered. We are proposing to:<br>- Make substantial staffing reductions;<br>- Increase efficiency;<br>- Maximise opportunities to charge for services;<br>- Place more responsibility with line managers  | 16/17        | E                              | (4.420)           | (4.420)           | (4.420)           | (4.420)           | Yes                  | Any further workforce implications is currently being reviewed. |  | 13.37                    |     |
| CC12                            | PLACE                     | Reduction of the Equalities Service to the statutory minimum. Maximise external sources of funding to support the equalities agenda, positioning the Council as an enabler rather than a direct provider of services.   | 17/18        | N                              | (0.274)           | (0.366)           | (0.366)           | (0.366)           | Yes                  | 12.01.2017  | 23.01.2017   | 4                        | 4   |
| MYR                             | PLACE                     | Directorate wide review and reduction of business support activities  |              | E                              | (0.800)           | (0.800)           | (0.800)           | (0.800)           | Yes                  | TBC   |  |                          |     |
| CC13                            | FINANCE & LEGAL           | As a result of expected boundary changes in 2018 we expect the number of councillors to reduce. This will result in reduced costs.  | 17/18        | N                              | 0.000             | (0.300)           | (0.300)           | (0.300)           | Yes                  | TBC   |  |                          |     |
| EGJ10*                          | ECONOMY                   | We propose to reduce activities and consolidate the budget of the ESS and Economic Research and Policy teams and increase funding from external funding sources.  | 16/17        | E                              | (0.100)           | (0.200)           | (0.200)           | (0.200)           | Yes                  | Incorporated as part of the Economy FOM                         | N/A  |                          |     |
| HN1                             | PLACE                     | To reduce the Parks and Nature Conservation budget by 20%. Key areas for saving: Reduce highway maintenance, by stopping edging and reduce grass cutting by 20%. (work is required to identify specific areas); Remove the Park Keeper service i.e. 30 posts i.e. 23 with contractor posts and 7 BCC employees. Reduce the Ranger Hubs from 6 to 2, by removing hubs at Edgbaston Reservoir, Kings Heath, Sheldon and Woodgate Valley and retaining 2 Hubs based with one in the north and one in the south i.e. at Sutton Park, and Lickey Hills, and retaining staff to only focus on land management, risk assessments and maintenance. Potential reduction is 16 posts. Stopping cutting areas of grass in parks and public open space by 20%. (work is required to identify these areas). Reduce shrubs and flower beds in parks and on the highway by 50% and replace with grass. (work is required to identify sites for removal). Potential reduction in short term seasonal agency staff. Stop planters and baskets in centres and on the highway by 100% unless funded from other sources. Plus workforce savings of £85k built into LTFS. Potential of a further 4 FTE's affected. | 17/18        | N                              | (1.800)           | (2.400)           | (2.400)           | (2.400)           | Yes                  | 25.01.2017  | 30.01.2017   | 27                       | 27  |
| SN7*                            | PLACE                     | Reduce Reuse Recycle - Reduce failures/failed waste collections through Refuse Collection service redesign. Improve City cleanliness through Street Cleansing redesign to ensure both operational services deliver within the approved 2017/18 budget.  | 16/17        | E                              | (0.082)           | (0.082)           | (0.082)           | (0.082)           | Yes                  | 01.03.2017  |  | 122                      | 122 |
| HN5                             | PLACE                     | Redesign the management and back office structures for Waste Management to deliver efficiencies and economies of scale.   | 17/18        | N                              | (0.250)           | (0.250)           | (0.250)           | (0.250)           | Yes                  | 25.01.2017  | 30.01.2017   | 4                        | 4   |
| HN9                             | PLACE                     | A further saving of £100k is also proposed by merging the Birmingham Careers Service with the Birmingham Youth Service. Savings will be delivered through premises, commissioning youth and careers work, management, administration and potentially income.  | 17/18        | N                              | (0.100)           | (0.100)           | (0.100)           | (0.100)           | Yes                  | TBC   |  |                          |     |
| PL20*                           | PLACE                     | Birmingham Careers Service (BCS) is required to remodel its delivery inline with the cessation of the Youth Promise Funding that has been available for the last 3 financial years.   | 16/17        | E                              | (0.134)           | (0.134)           | (0.134)           | (0.134)           | Yes                  | 12.01.2017  | 23.01.2017   | 5.6                      | 6   |
| HN10                            | PLACE                     | To improve, by £100,000, the commercial income provided by Birmingham Adult Education Services (BAES) non-grant funded services. This will be achieved through efficiencies in the services of Brasshouse Translation and Interpreting Service, Brasshouse English as a Foreign Language Service and Brasshouse Language Service. The proposal is that these efficiencies will be achieved through a redesign of the Brasshouse Translation and Interpreting Service and the Brasshouse Language Service. In addition the costs of part of a management post within Brasshouse English as a Foreign Language Service will be assigned to the grant funded provision to correctly reflect where the work is being completed.   | 17/18        | N                              | (0.100)           | (0.100)           | (0.100)           | (0.100)           | Yes                  | 12.01.2017  | 12.01.2017   | 1                        | 1   |
| HW2                             | PLACE                     | The Wellbeing Service has been identified for review in the 17/18 budget consultation. This includes reviewing the commissioning of the service and the future operating model, with a total saving of £2.2 m by 1 April 2018. In addition, Moseley Rd Pool, Court Road Fitness Centre, Bartley Green Community Leisure Centre and Tiverton Road Pool are due to close. There is also a further step up in workforce savings built into the LTFS of £80k for the service.   | 17/18        | N                              | 0.000             | (2.200)           | (2.200)           | (2.200)           | Yes                  | 25.01.2017  | 30.01.2017   | 47                       | 47  |
| HW3                             | PEOPLE                    | The Enablement service provides a community-based service to adult service users in their own homes for an estimated period of up to 6 weeks. They are made up of enablement teams who are tasked with assisting adults in recovering life skills and confidence following a life changing event. The service is made up of the occupational therapists service and the in-house domiciliary care service. The proposal is based on clearly defined outcomes for greater personal enablement. A fit for purpose enablement service will assist with ensuring that people are able to live more independently at home for longer and will not require residential or nursing care. It will also assist people to leave hospital quickly and safely and where possible may assist in prevention of hospital admission.  | 17/18        | N                              | (3.000)           | (4.000)           | (4.000)           | (4.000)           | Yes                  | TBC   |  |                          |     |

|        |        |   |       |   |         |         |         |         |     |                               |            |      |     |
|--------|--------|---|-------|---|---------|---------|---------|---------|-----|-------------------------------|------------|------|-----|
| HW4    | PEOPLE | The City Council is proposing to re-organise and re-design its approach to social care assessments for adults with eligible needs. The new approach is based on locality areas linking to GP surgeries and building resilience back into communities. It is an asset based approach that builds on peoples strengths. The new approach will ensure that a wider network of community resources are considered to meet service users' needs before accessing health or social care and services. This approach will ensure that service user's independence is maximised and will reduce the reliance on hospital care. This new approach will mean that some citizens or individuals will have their assessed needs met in their locality and will require a community orientated approach.   | 17/18 | N | (2.500) | (2.500) | (2.500) | (2.500) | Yes | TBC                           |            |      |     |
| HW11   | PEOPLE | Better First Time Contact is known as the Adults and Community Access Point (ACAP) and is the front door to adult social care in the city. The ACAP team provide advice and guidance to telephone callers and signpost callers to other organisations and to places of help when required. The team receive on average 5000 calls per month. The efficiencies proposed include utilising more on line help for service users across the city, combining switchboards with others provided by other teams in adult social care, combining activity in completion of assessments with work undertaken by other teams and great involvement of procurement of services to meet adult social care needs. The proposed budget saving if these efficiencies are actioned is £750,000 in 2017/18, £1,000,000 in the three subsequent years from 2018/19 – 2020/21. There should be no people who are negatively affected by implementation of the proposed service improvements.   | 17/18 | N | (0.750) | (1.000) | (1.000) | (1.000) | Yes | TBC                           |            |      |     |
| HW12   | PEOPLE | A considerable number of back office switchboards have been created across Professional Support Services within the People Directorate. The switchboard functions that have been created to support front line social work teams with call handling and basic administrative tasks at a local on-site level. Analysis suggests that a considerable number of calls are redirected through to the switchboard from ACAP when citizens wish to make contact with their social worker directly. There are 13 externally advertised telephone numbers that the 64 telephone lines link to which support 5 separate teams across adults which are Occupational Therapy, Homecare, Mental Health, Adult Assessment and Support Planning and Approved Mental Health Practitioner teams. There is a service charge for each telephone line that is active and a review as to whether a single switchboard function or the removal of all switchboards would be able to offer a saving to the Council. To enable this to be a success work with ACAP will be required to identify whether existing social care case calls, not just new case calls can be managed through 1 contact centre as opposed to requiring several back office functions. This may require a policy decision with regards to citizens being directed to their allocated social workers directly as opposed to messages being taken through a switchboard function. | 17/18 | N | (0.250) | (0.250) | (0.250) | (0.250) | Yes | TBC                           |            |      |     |
| MIA20* | PEOPLE | Internal Care Review - Older Adult Day Care   | 16/17 | E | (0.127) | (0.292) | (0.292) | (0.292) | Yes | Consultation already underway | N/A        |      |     |
| MIA21* | PEOPLE | Internal Care Review - Learning Disability Short Breaks   | 16/17 | E | (0.172) | (0.172) | (0.172) | (0.172) | Yes | Consultation already underway | N/A        |      |     |
| CH2    | PEOPLE | The City Council currently provides residential placements for children in care. The City has 5 homes for disabled children, which provide 27 beds for children in care and 17 beds for children who require a short break. The proposal is to increase the use of foster carers for disabled children rather than place children in children's homes, merge two children's homes that provide long term care for disabled children as they are not fully utilised currently and review the use of residential short breaks to look to provide alternative, more local, community based solutions.  | 17/18 | N | (0.300) | (0.400) | (0.400) | (0.400) | Yes | 12.01.2017                    |            | 19.5 | 20  |
| CH3    | PEOPLE | The Child Protection team provides specialist assessments of parenting capacity for the most vulnerable families in the city. The team undertakes assessments to inform future permanency planning for the children and their families. Specialist assessments have significantly reduced over the last 12 months, to the point that almost all are now court ordered. On that basis a review of the service will need to be undertaken. The proposal to make financial savings from this service is to reduce the number of staff who work in the team and reallocate staff to area safeguarding teams and retain senior social work to co-ordinate activity. This may mean that the service provided is not as flexible and families may be required to wait longer for this specialist assessment.   | 17/18 | N | (0.200) | (0.200) | (0.200) | (0.200) | Yes | 12.01.2017                    |            | 3.3  | 4   |
| CH4    | PEOPLE | The Travel Assist Service arranges transport between home and school for eligible children who may have a special educational need and/or a disability. In addition this service supports looked after children and children who are considered vulnerable.<br><br>The service provides transport for over 4,000 pupils across the city. The allocation of support is following an assessment of needs and includes a range of transport provision as appropriate including minibuses, pupil guides and bus passes. One of the key principles of the service is to encourage greater independence and life skills through appropriate travel support and training according to the needs of the individual.<br><br>A comprehensive review of the service has identified the need to embed efficiencies and change service delivery processes, including an invest to save programme involving the introduction of new technology. Working with key partners including schools and services that support children and families with SEND, we are taking a collaborative approach to this transformation with a focus on improving service delivery.  | 17/18 | N | 0.476   | (0.824) | (1.058) | (1.058) | Yes | 01.03.2017                    |            | TBC  | TBC |
| P22*   | PEOPLE | Step up of previous Early Years savings   | 16/17 | E | (4.100) | (4.100) | (4.100) | (4.100) | Yes | Consultation already underway | N/A        |      |     |
| CC27*  | PLACE  | Open for Learning - Community Libraries element only  | 16/17 | E | 0.000   | (0.388) | (0.388) | (0.388) | Yes | Consultation already underway | N/A        |      |     |
|        | Place  | As a result of a loss of Supporting People funding a review of service provision for older peoples support and careline is required   |       |   |         |         |         |         | Yes | 12.01.2017                    | 03.02.2017 | 48   | 48  |

N.B. Shaded areas surrounded by thick black border indicate savings that need to be made together

#### Summary of position of 17/18 proposals

|                             | Total number of proposals with workforce reduction | Number included on 12.01.17 S188 | Number included on 25.01.17 S188 | Number included on 01.03.17 | Number remaining |
|-----------------------------|--|----------------------------------|----------------------------------|-----------------------------|------------------|
| People                      | 7  | 2                                | 0                                | 1                           | 4                |
| Place                       | 10   | 4                                | 3                                | 1                           | 2                |
| Cross Cutting               | 4  | 1                                | 0                                | 1                           | 2                |
| Change and Support Services | 3  | 0                                | 0                                | 0                           | 3                |
| Corporate Resources         | 1  | 0                                | 0                                | 0                           | 1                |
| Economy                     | 1  | 0                                | 0                                | 0                           | 1                |
| Finance and Legal           | 1  | 0                                | 0                                | 0                           | 1                |
|                             | 27   | 7                                | 3                                | 3                           | 14               |

