

Reshaping the Council to be Fit for the 21st Century

Extended Leadership Team restructure transition (as at April 2019)



New Council Plan approved at Full Council 10 July 2018

Our Outcomes and Priorities:

- Birmingham – a city of growth where every child, citizen and place matters
 - Birmingham is an entrepreneurial city to learn work and invest in
 - Birmingham is an aspirational city to grow up in
 - Birmingham is a fulfilling city to age well in
 - Birmingham is a great city to live in
 - Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

Birmingham City Council Plan: 2018-2022

Challenges and opportunities

BIRMINGHAM HAS
1,141,000
CITIZENS
46%
UNDER 30



Our population is expected to rise to 1.31million by 2039 (15% rise from now) and 24% predicted rise in adults aged 85+ by 2028.

90
A
DIFFERENT
LANGUAGES
ARE SPOKEN

Birmingham has a young and richly diverse population with 25% of the population under-18 and 42% from Black and Minority Ethnic communities.

OUTSIDE OF LONDON
OUR CITY IS THE
MOST
ETHNICALLY &



CULTURALLY
DIVERSE



1,789
CHILDREN
IN CARE
(UNDER 18)

1 in 3 children live in poverty and there is a gap in life expectancy between the wealthiest and poorest wards. English is not the first language for 42% of school children.

1,836
FAMILIES
SUPPORTED BY
FAMILY SERVICES*

(*THINK FAMILY)

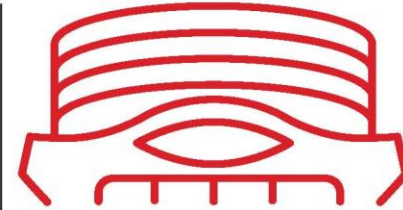


Unemployment is higher than the UK average – 6.4% in Birmingham compared to 2.6% in the UK. Unequal employment rates across Birmingham – e.g. Hodge Hill at 46% compared to 78% in Sutton Coldfield. Air pollution causes up to 900 premature deaths (deaths before the age of 75) per year.



61,818
COUNCIL HOUSES

89,000 new homes are needed by 2023: street homelessness is on the rise and 1 in 88 people (12,785) are homeless.



MOST RAPIDLY
IMPROVING CITY

to live and work in with exciting new developments in Birmingham city centre, delivering almost 13,000 new homes, over 40,000 jobs and adding £2billion to the local economy.

COMMONWEALTH
GAMES

will reposition Birmingham globally,

GENERATING
£526m

for the regional economy and creating 1,000 new homes.



Wide ranging lively cultural offer, including world class theatres, Town Hall and Symphony Hall and a rich tapestry of festivals.

CITIZENS'
TOP PRIORITIES

- #1** Clean Streets (57%)
- #2** Refuse Collection (55%)
- #3** Child Protection and Safeguarding (37%)
- #4** Road and Pavement Repairs (37%)
- #5** Care and Support for Older and Disabled People (36%)

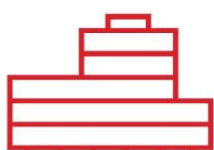
IN 2017, MORE THAN
12,000
NEW COMPANIES
OPENED THEIR DOORS
FOR NEW BUSINESS
IN BIRMINGHAM



HOME TO OVER
20
MUSEUMS

571
PARKS

More than any other European city.



4 MILLION VISITORS TO
CITY'S 37
LIBRARIES
ANNUALLY



12,373
ADULTS (18+)
RECEIVING
LONG-TERM SUPPORT

35 MILES
OF WATERWAYS
MORE CANALS
THAN VENICE



HOME TO
5
UNIVERSITIES
with 87,400 students (aged 16-64).

Making a positive difference everyday to people's lives

Our Challenges and Opportunities:

- Council wide Improvement and Governance Plan – has been monitored by Birmingham Independent Improvement Panel
- Budget Challenges – launched budget earlier this year – in-year pressures and continuing austerity being monitored
- Clarity of understanding regarding impact additional cuts / reductions in service
- Delivering the Commonwealth Games 2022

We need to:

- Have greater integration between our services and functions
- Make much better use of customer insight and business intelligence to ensure we make informed decisions and deploy all our resources appropriately
- Be leaner and more agile, with fewer layers of management and increased spans of control
- Work more collaboratively as 'one council' Extended Leadership Team
- Further consolidation of support services to realise efficiencies

We must excel in:

- Delivering political priorities and outcomes
- Focusing on excellence in customer experiences
- Robust commissioning of outcomes and ensuring delivery of the 'right' service, irrespective of whether they are delivered internally or externally
- Enabling economic growth
- Prevention and early intervention
- Encouraging innovation and a commercial approach
- Evidence based decision making at all levels, supported by effective performance management

Considerations:

- Overall design criteria (i.e. what BCC must excel at)
- Structure and roles
- Management processes and information flows
- How best to motivate staff to do things differently (performance management)
- Whether we have the right skills and mindsets to be applied to each role

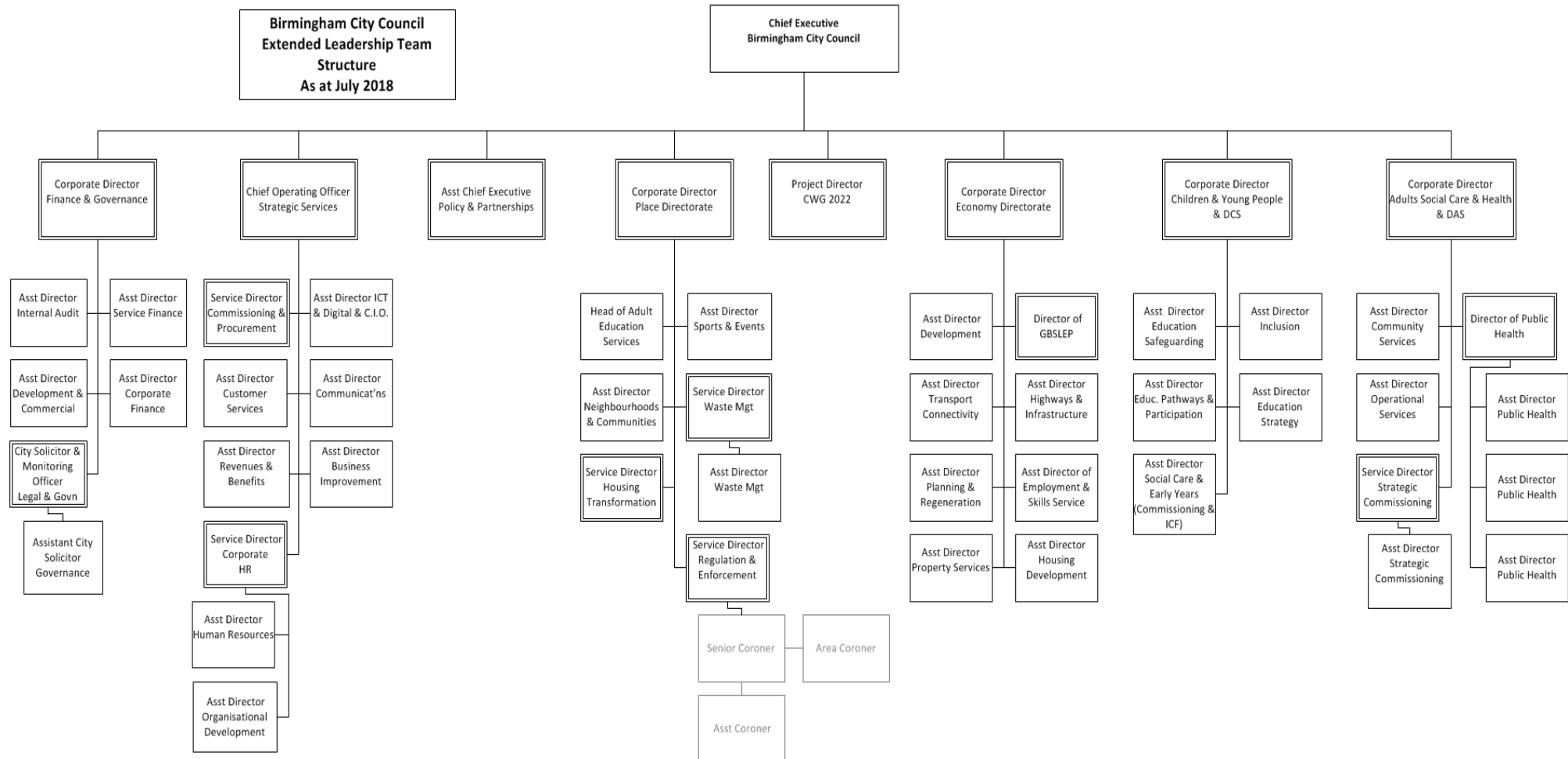
The following options were considered:

- Keep the current structure
- Organising around outcomes
- Organising around stages of customer journeys
- Organising around a combination of outcomes and customer journeys
- Executing exactly as proposed in the Future Operating Model 2017
- Redesigning a new organisational structure to deliver the new Council Plan, which is the preferred option being taken forward

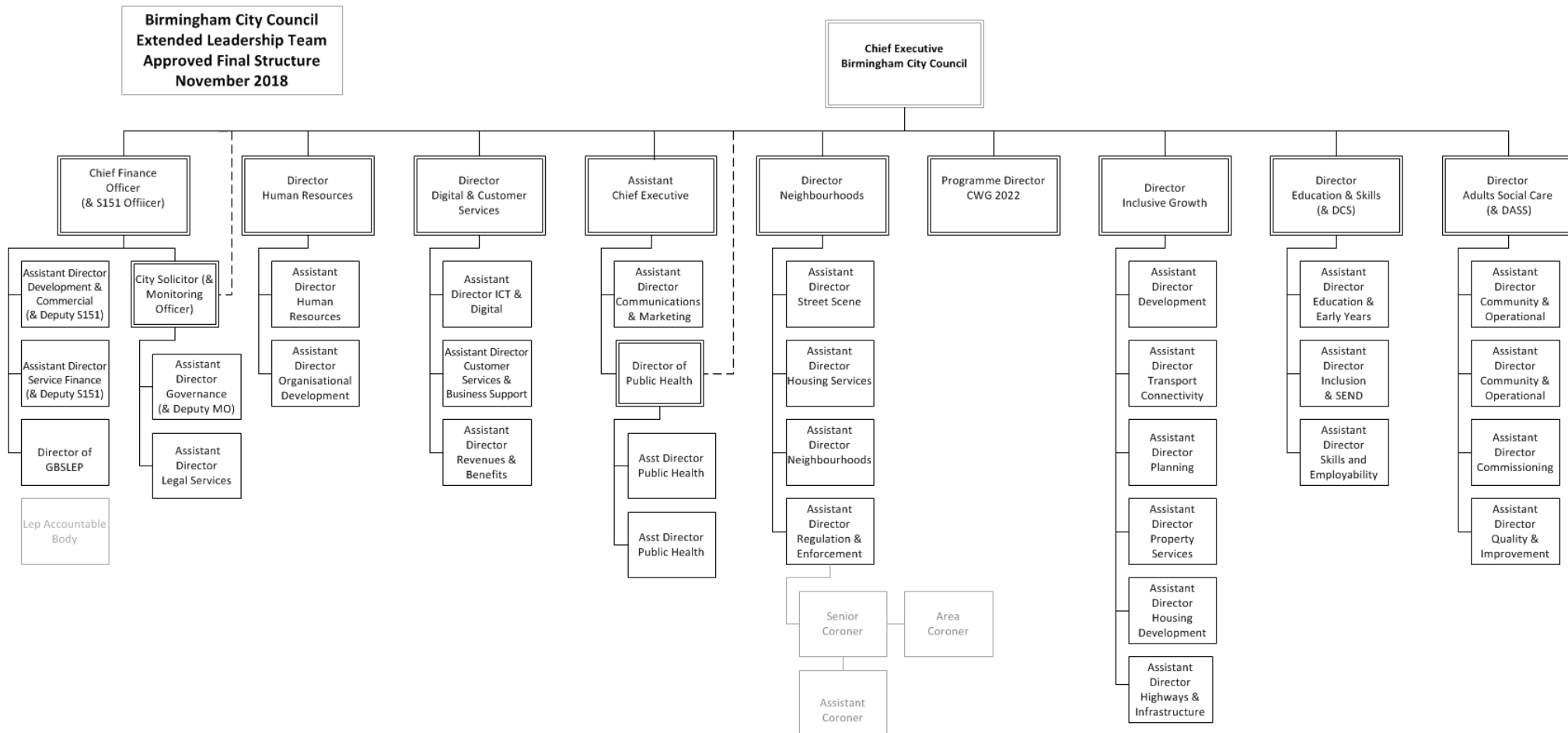
Translating the vision into reality - transitioning to the new structure

(i.e. from 51 posts to 41 posts)

Previous Structure:



New Structure:



Finance and Governance:

- Embedding a new organisation design following a previous finance restructure, and then following further conversations with Chief Finance Officer and Chief Executive re transition
- The Directorate will lead on the commercialism agenda. All commercial posts from across the organisation transferred into Development & Commercial division, including e.g. 100 Companies, Acivico and CityServe.
- Procurement and Contract Management activity transferred from Corporate Procurement Services into Development & Commercial division
- Service Finance – some transitions already occurred. Assistant Director role to be appointed to on permanent basis
- Audit, and Corporate Finance - further conversations occurring with consideration to the S24 notice recently issued
- Assistant Director Legal Services commenced February, Assistant Director Governance TBC

Human Resources:

- HR Director reporting line changed to Chief Executive with immediate effect from 18 July 2018, so that HR function is independent of influence of any directorate
- All Human Resources activity transferring to the Assistant Director Human Resources (HR) including employee relations, transactional, recruitment and restructuring
- All Organisational Development activity transferred to the Assistant Organisational Development including workforce strategy and employee reward & recognition.
- Health and Safety now reports directly to the HR Director
- Occupational Health & Well-being now reports directly to HR Director
- Strengthened approach re HR hierarchy and systems, reports directly to HR Director
- Assistant Director Organisational Development commenced in post January 2019
- Assistant Director Human Resources vacancy selection process in progress

Digital and Customer Services – new Directorate:

- New directorate created called Digital and Customer Services to lead the ICT&D, Revenues & Benefits, Customer Services and Business Support services.
- Communications, & PMO transferred to Partnerships, Insight and Prevention on 21st January 2019
- CPS - Commercialism and Procurement, Commissioning and Cityserve transferred to Development & Commercial in Finance and Governance
- New division created for Customer Services and Business Support (including PSS) – services transferred to Assistant Director April 2019
- Vacant Director Digital and Customer Services has been advertised and is at technical assessment stage

Partnerships, Insight and Prevention led by ACE

- Community Cohesion; Community Safety Partnership; Prevent; Counter Terrorism; Emergency Planning; Resilience – transferred from Place directorate 21st January
- Communications and Marketing team transferred from Strategic Services 21st January
- PMO including Insight and Intelligence; Business Analytics; Data; Research and Performance transferred from Strategic Services 21st January
- Director and Assistant Directors of Public Health, transferred in 21st January
- New Director Public Health commenced February 2019
- Vacant Assistant Director Public Health post is being advertised

Neighbourhoods - new Directorate name:

- New division Streetscene incorporating all waste management and disposal, grounds maintenance, street cleansing and parks and nature activity. AD Streetscene being recruited to
- A new division created named Neighbourhoods bringing neighbourhood and community activity together, services transferred 21st January
- BAES; Libraries; Youth Centres and Careers Services transferred to Education and Skills directorate 21st January
- Community Cohesion; Community Safety Partnership; Prevent; Counter Terrorism; Emergency Planning; Resilience transferred to PIP directorate 21st January
- School Crossing Patrol transferred to Inclusive Growth 21st January
- Asset Management being considered and to be determined

Commonwealth Games:

- Job title changed from Project Director CWG 2022 to Programme Director CWG 2022 with effect 21st January 2019
- Substantial area of work for BCC to be ready and host the CWG 2022 - there is much liaison and partnership work being undertaken
- Management posts below Programme Director being recruited to
- Review of the CWG team being undertaken
- Further engagement workshops planned for February

Inclusive Growth – new Directorate name

- Employment and Skills transferred to Education and Skills 21st January 2019
- LEP Accountable Body and Director GBSLEP transferred to the Finance and Governance directorate
- Two divisions are retained Highways and Connectivity and Transport Connectivity
- School Crossing Patrol transferred from the Place directorate to Highways and Infrastructure
- Asset Management from Place directorate under discussion and to be confirmed
- AD Property appointed in January 2019.
- Other AD vacancies being recruited to

Education and Skills – new Directorate name:

- New Director Education & Skills commenced in post January 2019
- Redesigned Assistant Director posts to:
 - Education and Early Years
 - Inclusion and SEND
 - Skills and Employability
- Director to determine services within each division. Vacancies to be advertised
- Birmingham Adult Education Services; Libraries; Youth Centres and Careers Services to transfer from Place, and also Employment & Skills transferred from Economy directorate to Assistant Director Skills and Employability 21st January 2019

Adult Social Care – new Directorate name:

- Public Health and support services transferred to PIP directorate 21st January
- Commissioning activity from across the whole council being transferred into this directorate to Assistant Director Commissioning post.
- A new division created to provide a renewed focus on Quality and Improvement following the recent CQC inspection – services to transfer into this division following Assistant Director Quality and Improvement appointment
- The two vacant Assistant Director Community and Operational Services posts are being recruited to



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