

BIRMINGHAM CITY COUNCIL**PUBLIC REPORT**

Report to:	CABINET	
Report of:	Mark Rogers, Chief Executive	
Date of Decision:	29th June 2015	
SUBJECT:	FUTURE COUNCIL PROGRAMME	
Key Decision: Yes / No	Relevant Forward Plan Ref: 548397/2015	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	<input type="checkbox"/>
	O&S Chairman approved	<input type="checkbox"/>
Relevant Cabinet Member(s) or Relevant Executive Member for Local Services:	Cllr Ian Ward, Deputy Leader	
Relevant O&S Chairman:	Cllr Waseem Zaffar, Corporate Resources	
Wards affected:	All	

1. Purpose of report:

The Future Council Report to Cabinet on 20th April provided an overview of the programme at the design stage. This report provides the detail of the whole Council strategic framework which will frame programme mobilisation, delivery and the underpinning resource plan.

Planning and mobilisation

- Engagement with members, staff and partners
- Detailed scoping of the sub programmes and projects
- Defining programme roles
- Resource planning, recruitment and deployment

Delivery

- Ongoing engagement with members, staff, and partners
- Implementation and management of agreed plans

2. Decision(s) recommended:

Cabinet to:

2.1 Note the programme mobilisation and approach

2.2 Approve the Invest to Save resourcing plan which requires funding of £1M in 2015/16 from the Policy Contingency Fund.

2.3 Approve the whole Council Strategic Framework which will inform and shape programme delivery.

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3. Consultation

Consultation should include those that have an interest in the decisions recommended.

The content of Appendix 1 was created in partnership with Cabinet Members and the Corporate Leadership Team and shared with Group Leaders during the design phase. This document brings together the outputs from these discussions for approval.

4. Compliance Issues:

4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

This programme has been designed to provide a framework to develop and embed a sustainable model for the 'Future Council' underpinned by cultural and behaviour change. This is driven by the need to modernise, meet the unprecedented financial challenge and redefine the role of the City Council in ensuring the availability of services that best meet the priority needs of citizens and communities.

As well as the significant policy and financial challenges facing the Council, there are priorities and challenges in managing the impact of findings from a number of high profile external reviews. These are specifically in relation to Children's Services (safeguarding and education) as well as the independent review of council-wide service operations, culture and governance conducted by Lord Kerslake. The actions arising from these reports add further urgency to the progression of this programme. The Future Council programme is the vehicle for delivering the Organisational Improvement Plan which is subject to external monitoring and review by the Birmingham Independent Improvement Panel.

We need to take a whole-council view so that the impact of change in one part of the organisation is understood on the rest and we create wherever possible, joined up solutions, leverage economies of scale and ensure consistency. This is the only way to create a sustainable organisation that functions effectively. The Future Council programme is the vehicle for doing this and delivering change in a managed way.

4.2 Financial Implications

In response to the Government requirement that BCC save (presently estimated) £247M by 2021, the Future Council programme applies an 'Invest to Save' rationale. Appropriate resourcing is required to deliver the necessary organisation redesign. This was referenced in the Birmingham City Council Business Plan 2015+ which states:

"As such, in 2015/16 we will set out a financial framework for a change programme taking the authority to 2020/21".

One of the principles agreed for programme resource has been a blended approach, using internal capacity wherever possible and then supplementing this with targeted and time limited external expertise.

The costing of the programme in 2015/16 stands at £2.9M.

The balance of the required funding is allocated from 555K brought forward from the Policy Contingency designated for management capacity for change in 2014/15; and £445K from the Housing Benefit Reserve as recommended in the Outturn Report. Internal resources seconded to the programme are costed at 864K.

Table 1 details the resource for across Future Council Programme infrastructure and the five sub-programmes:

Table 1

FUTURE COUNCIL RESOURCE REQUIREMENTS - APRIL 2015 - MARCH 2016

SUMMARY

	£000
Year 1	
FUTURE COUNCIL PROGRAMME	659
OPERATING MODEL	
<i>Financial planning & design of operating model & service delivery models</i>	734
<i>Corporate Planning Framework and Performance Management Framework</i>	32
PARTNERSHIPS	95
FORWARD THE BIRMINGHAM WAY	297
POLITICAL GOVERNANCE	115
SUPPORT SERVICES	24
Directorate Funding	864
TOTAL	2,820
CONTINGENCY @ 0%	44
TOTAL with contingency	2,864

We are also in the process of bidding to DCLG for funding for additional capacity and resources to deliver programme outcomes.

4.3 Legal Implications

At this stage of mobilisation – there are none. Any legal implications as a result of new operating models developed as part of the programme will be identified and considered as part of the Council's standard governance and decision making processes.

4.4 Public Sector Equality Duty (see separate guidance note)

At this stage – there are no consequences for BCC's Public Sector Equality Duty. Any implications as a result of new operating models developed as part of the programme will be identified as part of the Council's standard equality assessment processes.

5. Relevant background/chronology of key events:

Birmingham City Council is responding to a wide range of well documented internal and external drivers. Extraordinary financial pressure has been compounded by the findings of several high profile external reviews (the Le Grand safeguarding review, the Kershaw and Clarke education reports, and the Kerslake review on governance and organisational capabilities). All have reached unfavourable conclusions based on issues stretching back many years and across administrations.

The Council has created one strategic change framework by which it will oversee the necessary change to address these issues so that there is a single, straight forward narrative for citizens, members, partners and staff. It will be challenging to join together all this work and manage it effectively; especially when a key element is that the Council needs to redefine its role and relationship with the city, its citizens and its partners.

The Future Council programme is the vehicle for doing this and delivering the changes we need to make. We have absolute timelines, some externally set, requiring us to move at pace, redesign our organisation, and meet the financial challenges each year. This will require everyone to support the activity and process to deliver a sustainable organisation that puts local people and communities at the heart of everything it does and focuses on positive outcomes for citizens based on fairness, economic prosperity and democracy.

6. Evaluation of alternative option(s):

- 6.1 Cabinet agreed at its meeting on 20th April that there are no feasible alternative options. We need to take a whole-council (whole system) view so that the impact of change in one part of the organisation is understood and linked to the rest. We must therefore create, wherever possible, joined up solutions so that we can leverage economies of scale and be consistent. This is the only way to create a sustainable organisation that functions effectively.

7. Reasons for Decision(s):

- 7.1 The Future Council programme design was agreed by Cabinet on April 20th, including the high level structure and scope. Since April mobilisation has commenced, which includes:
- detailed scoping of sub-programmes plans.
 - mapping interdependencies between sub-programmes and other corporate projects.
 - the recruitment of internal staff and external resources funded by the existing Change Management fund.
 - engagement with members, partners and staff.

Further detail of the above activity can be found in Appendix 1.

Signatures	<u>Date</u>
Councillor Ian Ward Deputy Leader
Mark Rogers Chief Executive

List of Background Documents used to compile this Report:
Independent Improvement Panel Report May 2015 Future Council Cabinet Report April 2015

List of Appendices accompanying this Report (if any):
1. Appendix 1 The Whole Council Strategic Framework
2. Appendix 2 Detail of Future Council Resource Plan 2015 /16

PROTOCOL PUBLIC SECTOR EQUALITY DUTY

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (4.4) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
 - (a) whether there is adverse impact upon persons within the protected categories
 - (b) what is the nature of this adverse impact
 - (c) whether the adverse impact can be avoided and at what cost – and if not –
 - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
 - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
 - the full equality impact assessment (as an appendix)
 - the equality duty – see page 9 (as an appendix).

Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none">(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none">(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none">(a) tackle prejudice, and(b) promote understanding.
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none">(a) age(b) disability(c) gender reassignment(d) pregnancy and maternity(e) race(f) religion or belief(g) sex(h) sexual orientation