

Planning Birmingham's Future & Budget Consultation 2014-15

A white paper

December 2013

working
together

for a
fair
prosperous
& democratic
birmingham

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Introduction by the Leader of the Council

Sir Albert Bore

Birmingham City Council faces a severe financial crisis in the years immediately ahead, in common with many other local authorities across the country. This has been caused by the most dramatic cut ever in government funding for local councils.

By March 2014, we will have made savings within the budget we can actually control of about 30% since 2011, to meet a combination of cuts in government funding and service pressures. Already we have reduced our workforce by a third. Over the next four years we will need to make even bigger savings.

Since taking control of the council in May 2012, we have been open and transparent about the challenge we face and the likely impact of government cuts on council services. As funding is reduced year after year it becomes more and more difficult to find savings through efficiencies or "back office" cuts and we are now at the point where difficult decisions about "frontline services" can no longer be avoided.

These cuts are the result of decisions made by the Government, but we have no choice but to balance our budget. Failure to do so would mean breaking the law and putting Birmingham in the hands of government ministers and officials from Whitehall.

We have published this white paper so that the people of Birmingham can see clearly how we propose to respond to this crisis – both our immediate proposals for next year's budget and our longer term plans. The paper brings together the outcomes of the most intensive service review process ever conducted by this local authority. It forms the basis for our formal consultation on the budget for 2014-15 and beyond.

Despite the dramatic cuts in funding, we have been able to propose additional resources for our hard-pressed children's social care services. We have also developed innovative proposals to transform our leisure services, including the provision of six new swimming and leisure facilities. We have worked hard to reduce back office costs, including my target of saving £20m per year from our Service Birmingham contract – the biggest single saving we are proposing. We have managed to avoid closing any service in its entirety in the next year, though some facilities will go and the challenge remains for 2015 onwards.

The council administration that I lead is united in opposing the scale and speed of cuts being imposed on our city and our local communities. But opposing the cuts does not mean we are against all change.

I have said that these cuts will mean "the end of local government as we know

it". But that does not mean the end of local government. We now need to build the new local government that will replace it. We are committed to the outcomes we are trying to achieve (set out later in this document), but we are ready to radically alter the ways in which we achieve them.

Despite the extreme difficulties we face, we are determined to protect the most critical areas of service to the most vulnerable in our community. But we are also determined to make changes that move us in the right direction – towards a city council that will be better at serving the people of Birmingham in the years ahead. The process we have adopted for the service reviews means that we will not consider discontinuing whole services until we have explored every option for doing things differently.

To do this we need to have a longer term plan which describes what the future city council will look like and how it will achieve more with less resources. Far from opposing change we call on the Government to make radical changes to the way local services are funded and provided.

The current approach is no longer fit for purpose and will even lead to rising costs in the future, because short term cuts in one part of the public sector can cause a knock-on effect in another. By pooling and devolving budgets and giving us more control over how we deliver local services, we can focus money on prevention and improve outcomes whilst reducing spending. Only by introducing such radical reforms we will be able to provide the services that Birmingham people expect and need in the years ahead. If these reforms are not made, then the impact of the cuts on the quality of life of many Birmingham people will be even greater.

So the plan set out in this paper puts forward a new approach to how we govern the city. At the heart of this plan are radical changes to how we fund local services and the structures through which we operate. These will create a framework or backbone on which we can develop the new range of services the city needs and change the way we deliver them. This will require a radical and long term change in the culture and mind-set we and our partners adopt.

We need to clearly restate the core role of the city council and the functions it needs to perform. There are literally hundreds of statutory requirements laid down for local authorities. But those rules and regulations do not begin to describe what we need to do to make Birmingham a better place.

So instead of just looking at our existing services, buildings and ways of doing things, we are asking: what do we need to do as a whole city to help children stay safe and learn better, to improve skills and health, to support entrepreneurs and attract new businesses, to support and care for people in old age or troubled families, to maintain our neighbourhoods and the physical and cultural fabric of our city?

The answers to these questions could help us build a whole new network of local public services that will focus far more cost effectively on what matters to the people of Birmingham.

So we are indeed facing a crisis - a crisis made in Westminster and not in Birmingham. We ask for your support in finding our way through this crisis – through our Standing up for Birmingham campaign. As a city we must work together for a better way of running our public services in the future. The city council will be open to new ways of achieving our aims, including enabling community groups and individuals to take control of services and facilities if they can do a good job. And we will ask more of businesses, through the Business Charter for Social Responsibility. The strongest must stand up for the weakest.

Birmingham is a resilient city and we will remain an “activist council” – working hard to support our economy and our communities however we can. I am calling on anyone and everyone who can make a difference to step forward and join this campaign for the future of our city - a future made in Birmingham and not in Westminster.

Instead of being resigned to our services having no future, we must work together to ensure that they have a different and a better future. Only then will we make faster progress towards the hopes we all have for our families, our communities and our city: a Fair City, a Prosperous City and a Democratic City.

Standing up for Birmingham #Su4Brum

The Standing up for Birmingham campaign was launched by the Leader of the Council in November 2013 and received all party support at the City Council meeting on 3 December. The campaign asks people to support and help shape the long term plan set out in this white paper and has two main messages:

- Standing up for Birmingham by coming together in response to cuts and calling on government to make the reforms needed to make our public services safe in the future
- Standing up for Birmingham by stepping forward to contribute to running our public services and supporting our local communities.

The campaign will encourage people and organisations across the city to make a greater contribution to local services and local places and come forward with initiatives to run services in a different way (such as through local community groups or contributions by businesses). It will highlight the work of our public servants in all public services and how people can work with them to make things better. It will send a clear message that the city council will welcome all proposals for alternative ways of providing services.

The purpose of this paper

The purpose of this paper is threefold:

- To bring together the conclusions of our service reviews in one place, so that people can see the whole picture of the changes emerging
- To present an outline of our plans for the future of the city council and how we will work with other organisations in the city, showing how we can continue to work towards our objectives with far less money
- To consult on the 2014-15 City Council budget. Please note that this document sets out broad issues for the corporate consultation and the overall budget position. There will also be specific consultation on different services.

A short summary version of this document is also available for those who do not need to see all the detail.

The rest of this paper is arranged as follows:

Chapter 1 sets out the financial position of the City Council and the scale of the challenge we face in the years ahead.

Chapter 2 describes how we will prioritise services to protect the most vulnerable people in the city and the most essential services we provide.

Chapter 3 summarises the comprehensive service review process we have conducted during 2013.

Chapter 4 presents the main conclusions from the reviews and a summary of the main points made during the public "dialogue".

Chapter 5 gives the financial summary of our proposals for next year's budget, arising from the reviews.

Chapter 6 outlines our proposals for the long term direction of change for the city council in the years ahead.

In the appendices you will find a guide to how to get involved in the consultation and a list of the key questions we would like you to think about. Of course you can give us comments on any aspect of this white paper you wish. You will also find a comprehensive list of savings proposals for reference at Appendix 2.

Summary

A separate more detailed summary document is also available.

The financial position facing Birmingham City Council is extremely challenging. Because of cuts in government grant and continuing spending pressures such as the ever growing demand for social care, we must make significant savings in the next financial year. These cuts are expected to continue at least until 2017-18, by which time the combination of grant cuts and spending pressures is expected to reach about two thirds of the funding in 2010-11 that we had any choice over how to spend.

To meet this challenge requires a strategic approach and a radical change to what the city council does and how it does it – incremental savings and efficiencies will no longer be enough. To begin to develop that strategic approach the council has carried out the most comprehensive review ever of all its services during 2013. We need to think in radical new ways about what the council does, so the reviews have been cross-cutting, not based on single services or departments and they have involved officers and councillors with different responsibilities working together.

An inevitable part of the process of change will be the discontinuation of some local facilities or even whole services. In order to approach those decisions strategically, we have set a very clear statement of our overall mission and the priority outcomes that flow from that: A Fair City, A Prosperous City and a Democratic City. Services will be prioritised according to their importance in reaching these goals and we will protect the most essential services from cuts as far as we possibly can. These are services for children, social care for older people and essential environmental services such as refuse collection.

Chapter 4 summarises the proposals from each of the reviews and the feedback we received. Three key themes have emerged from the reviews which will guide the changes we make over the next few years.

Efficiency – reducing waste and getting more out of the available resources through clearer priorities, better use of technology and assets like buildings.

Working with others

- Using different providers and sources of funding, including voluntary and community organisations and social enterprises as well as the private sector
- Forming new partnerships with other organisations and joining up budgets and decision making.

Working differently

- Delivering joined up services that are “people focused” or “place focused” so that people receive a “whole service” rather than lots of separate ones
- Reducing need by prioritising services that prevent needs arising and working with people and communities to help them to address their own needs more effectively.

These are reflected in the proposed savings for 2014-15, set out in detail in appendix 2. But they are also carried through into our longer term plan for change, described in Chapter 5.

That plan is about creating a "new model of city government" in place of the traditional structures and services we have been used to. This will require the council to work at three levels: city region (working jointly with our neighbouring authorities), city and neighbourhood. It sets out an ambition that funding from central government should be devolved to these levels so that we can look at all the resources available in a joined up way. There would be:

- A single pot for infrastructure investment and economic development at the city region level
- A "whole place" budget for Birmingham (estimated at £7.5bn in 2010-11) to enable the council to work with all the local services to plan spending more effectively
- Neighbourhood budgets so that we can work with local communities and services to deliver tailored services for different parts of the city.

This new framework for local public services will enable us to move much faster to develop truly integrated services that are focused on reducing needs. That is the only way we will be able to achieve more with less resource and to go through the difficult years ahead with the hope of better services in the future.

1. The financial position

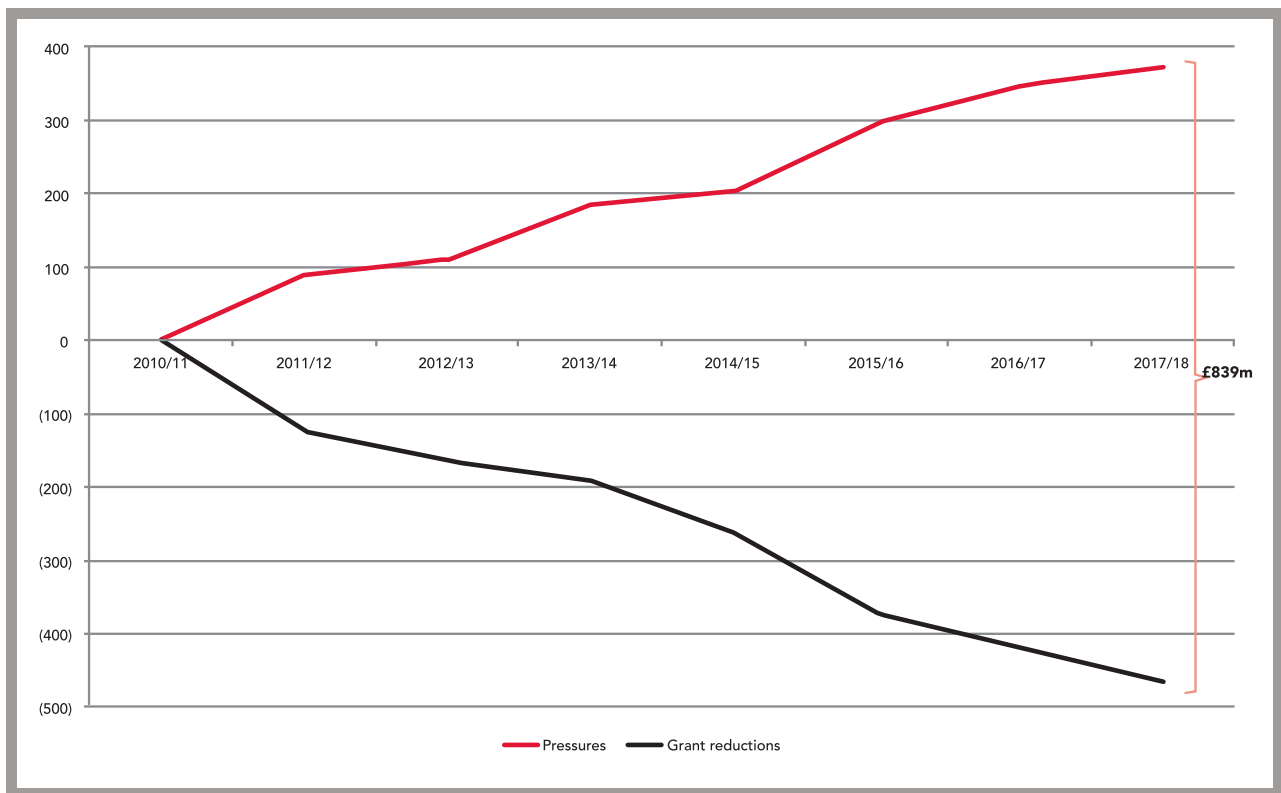
The Government's programme to cut public spending has meant a severe reduction in local authority funding. At the same time, a range of costs are rising.

If we are to respond to this in time we must plan ahead and work out what the funding situation will be over the next three to five years. In the summer, following a series of government announcements, the council forecast that it would need to make cumulative savings of around £839m over the period 2010-11 to 2017-18.

The Council has already made significant savings in recent years. Over £375m will have been saved in the three years up to the end of this financial year, with the non-school workforce having reduced so far by 28% since April 2010. But despite this we still need to make a lot more savings.

We have kept the position under review and our latest forecast is shown in the graph below. Even so this may still need to be updated further following future government announcements.

The Council faces huge cuts in its grants from Government and increases in demand.



This means that we now expect to have to make further savings of over £460m by 2017/18. After taking account of the savings already being delivered of over £375m, the total estimated saving over 7 years is almost £840m. This is two thirds of the funding in 2010-11 that we had any choice over how to spend (what we call the "controllable budget"). The scale of this financial challenge is so big that we may not be able to deliver some of the services we now offer and it is likely to become more and more difficult to deliver those services that we are required to provide to an appropriate quality, unless we change the way that we do things.

This paper shows how we propose to respond to this challenge. In the following chapters it shows how we have reviewed all of our services, the conclusions of that process and the longer term plan for change we are embarking on.

2. Our priorities – how we will protect the most important services

The council's leadership is determined to protect, as far as possible, the most essential services. These are Social Care for young people and older adults and essential environmental services, such as refuse collection.

To achieve this we must have a clear sense of the priorities amongst the different things we do. This will enable us to focus the cuts where they are least harmful.

Our mission is captured in three ambitions:

Fairness – to protect the most vulnerable in our city, open up opportunities to the most excluded and narrow the gap in life chances between our citizens

Prosperity – to help make Birmingham the Enterprise Capital of Britain and create a Green City and a Smart City that provides growth and jobs for all

Democracy – to deliver on our vision for devolution and localisation and to rebuild engagement in local democracy by putting local people and communities at the heart of everything we do.

The table overleaf sets out the most important outcomes we are working to achieve within each of these ambitions. This provides the starting point for prioritising services

Our mission and the key outcomes we will work for

A Fair City	Safety net	People are safe, especially the most vulnerable
	Wellbeing	All benefit from improved health and wellbeing
	Poverty	Children and families will not live in poverty – Birmingham will be a “Living Wage City”
A Prosperous City	Businesses	Businesses will be growing and new ones starting up
	Education	People will have the qualifications they need for work, including qualifications for school leavers and working age population skills
	Employment, education and training	Young people will be in employment, training or education
	Unemployment	No groups or areas will be blighted by high unemployment
	Sustainability	Birmingham will be more environmentally sustainable
A Democratic City	Engagement / influence	Local people will be engaged in local democracy, and have more influence on local decisions.

As described earlier, all services of the council will be subject to efficiency savings and many to more radical changes. Stage three of the approach we have taken (see next chapter) involves considering services that could be ceased altogether. All our services provide an important wider contribution to the city, but some are essential, particularly to the most vulnerable residents.

Essential (highest priority) services

Statutory and non-statutory services for the protection of children
 Social care for adults with substantial or critical needs
 Essential environmental services, such as refuse collection

We have been able to bring forward savings for 2014-15 without implementing a systematic prioritisation process to close down services in their entirety (although some specific service closures are included in the 2014-15 proposals). However the scale of the challenge for future years means we will need to be significantly reducing or discontinuing some services in the 2015-16 budget, based on current national government plans.

Services that are less essential may be subject to further significant reduction or possible closure, taking into account our legal responsibilities, health and safety and other risks. Some of them also provide an income to the city council and in these cases our aim will be to maximise net income as appropriate.

Early in 2014 we will review in detail each of the service areas to establish prioritisation and options, subject to further consultation next year.

Closing down services is rarely a straightforward process and we will ensure that we learn from the experiences of other councils and organisations as we take these proposals forward, both to avoid unanticipated costs and to limit the negative consequences of closure.

A number of these services are statutory – meaning that a service must exist and it must be provided to the level specified in law. A key part of our ongoing future planning is to work with government to clarify and where appropriate reduce the number of statutory responsibilities we must meet, to accord with the significant reduction in resources provided.

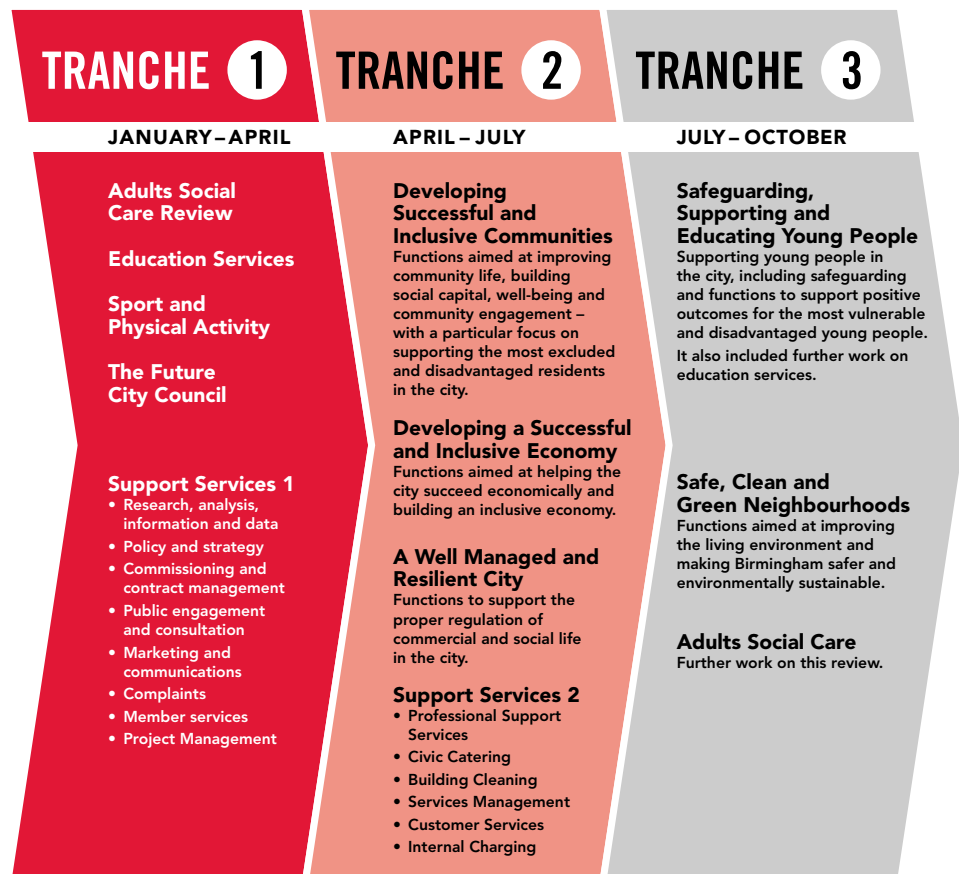
Our 'behind the scenes' support services, such as administration and personnel, have been given a lower priority. This means they are generally asked to make faster savings than 'front line' services which work directly with Birmingham people. We are working out what support services we will need in the future council and how these can be organised most cost-effectively.

3. The service reviews process

In order to address the funding gap and to give us a coherent and strategic approach to deliver the required cuts in spending, a comprehensive programme of reviews was set up to run throughout 2013. The starting point for the reviews was a number of key themes, rather than the individual services we provide. These were designed to encourage more radical thinking from the start about how we can meet our priorities with less resource.

Each review had its own board, led by a cabinet member (importantly not the cabinet member with specific responsibility for those services). They met as many times as they needed in order to learn about each service from the teams involved.

Based on the documents and presentations supplied, as well as follow-up questions, the review boards came up with recommendations about the services within their review.



These were then published in "Green Papers" as early ideas and responses were invited from members of the public, staff and people, groups and organisations with a particular interest in the service. These responses were used to help shape the proposals in this document.

The reviews challenged services to develop bold and innovative responses to the financial situation, while recognising that the level of loss of government support makes a reduction in overall service levels inevitable. In these circumstances, where at all possible, we will need to protect the most vulnerable service users and the most deprived areas of Birmingham.

We need to consider a number of changes to the basic way in which we do business as a local authority if we are to sustain services in the future. Service reviews aimed identify a route to successful future service delivery even in the face of significant savings requirements.

A three stage approach was used in the service reviews:

Stage one

Reviews identified further efficiencies and other savings that could be made relatively easily, for example by removing duplication between services, reducing the scale of certain functions, increasing charges or other income generation.

Stage two

Reviews developed more radical proposals to change the way we deliver services, for example by using different service providers, joining up services or changing the focus of their work.

Stage three

Only when all options had been explored in the above two stages did we consider closing down services completely. To support this we are developing a prioritisation of all our services based on the work of each review (see previous chapter). This will be used to guide further work which will identify radical service reductions or closures that may well be required from next year.

Our ongoing public engagement about these issues

The dialogue that took place on the "Green Papers" was part of a longer term process of engagement about the challenges facing the City Council. Each year we carry out a formal consultation on our budget process and the publication of this document marks the start of this year's consultation. But all of our proposals build on the consultations in previous years and the on-going relationship between different services and their users.

Appendix 1 of this document explains how you can get involved in this year's consultation and the main questions we would like you to think about.

4. Review proposals and what your feedback told us

Following the process set out above, the reviews have proposed a range of additional efficiencies and also a number of more radical changes to the structure and funding of services and how they are delivered.

This chapter summarises the conclusions of each review and also the feedback we have received from the public about these proposals. A fuller report on the feedback, produced by independent consultants is available on request.

The types of change proposed are summarised in the diagram overleaf and Chapter 6 shows how these link to our longer term plans.

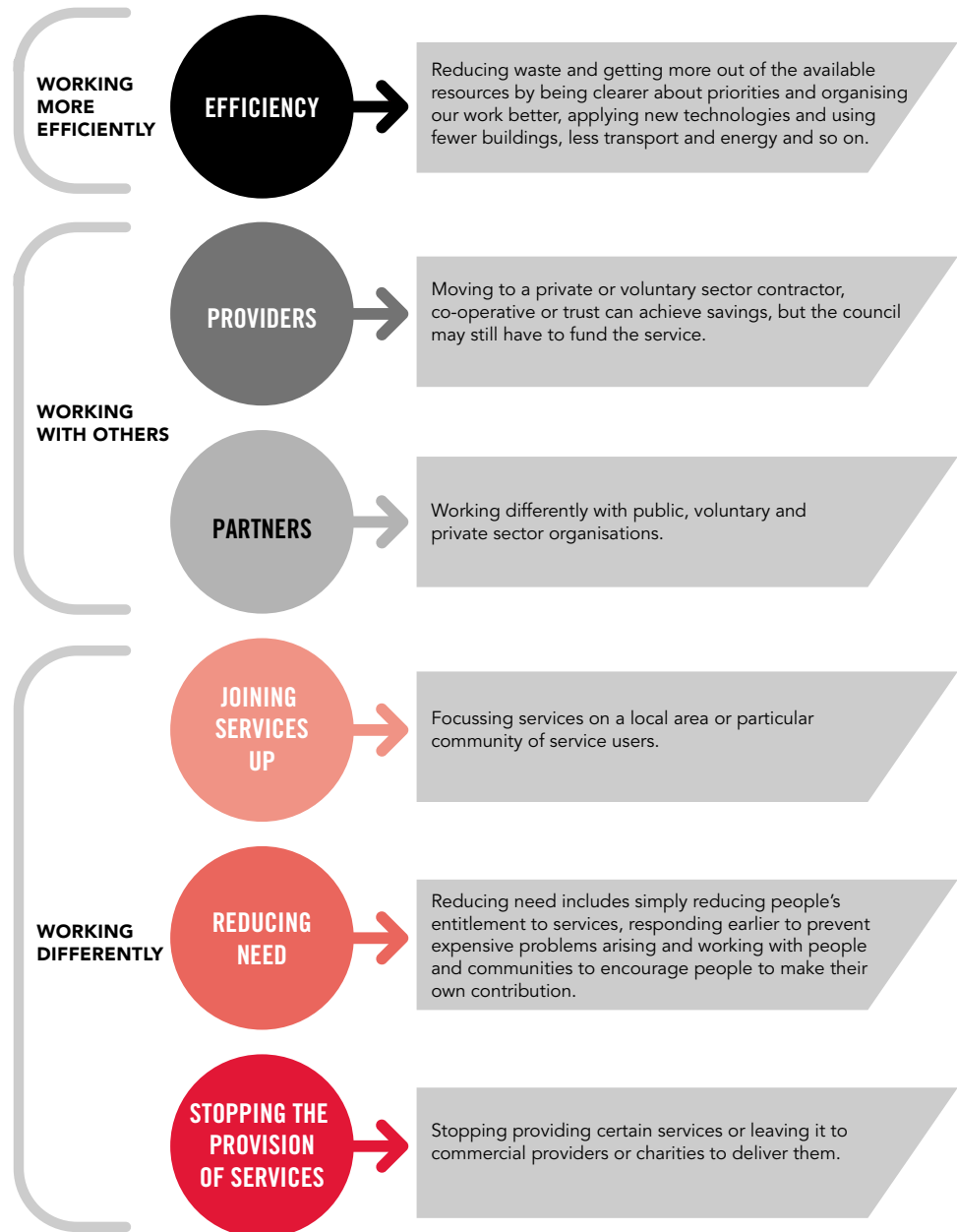
Appendix 2 shows the actual savings proposals for next year's budget that have emerged from these broader themes.

Comments on the green papers were submitted in a number of ways:

- Discussions at all 40 Ward Committee meetings
- An on-line 'Be Heard' questionnaire for each Green Paper accessed through the Council's website (139 responses received)
- By letter, email and social media (Twitter, Facebook etc. - well over a thousand responses received up to 7 November 2013)
- Feedback through the Birmingham People's Panel - community workshops.

The diagram overleaf shows the types of saving we have identified. The colour coding used in the diagram is repeated throughout this chapter.

The types of changes being considered



The future city council review

This Green Paper provided the first outline of potential approaches to reducing our spending across all services.

Efficiency and Productivity	Reducing waste and getting more out of the available resources by being clearer about priorities and organising our work better, applying new technologies and using fewer buildings, less transport and energy and so on.
Changing providers	Moving to a private or voluntary sector contractor, co-operative or trust can achieve savings, but the council may still have to fund the service.
Integration	Focusing services on a local area or particular community of service users.
Reducing demand	Includes simply reducing people's entitlement to services, responding earlier to prevent expensive problems arising and working with people and communities to encourage people to make their own contribution.
Stopping the provision of services	Stopping providing certain services or leaving it to commercial providers or charities to deliver them.

Your feedback told us:

- Protecting and supporting vulnerable residents, including the elderly and children and young people, was seen as an essential role for the council
- There is an important role for the council in enforcement, setting standards, coordinating services and developing partnership approaches to their delivery
- The council also had an important role in fighting for Birmingham and the wellbeing of its residents
- Extensive cuts in local services would have a disproportionately negative impact on women and their children, particularly in deprived areas.

Adults social care

Two Green Papers were issued on adult social care.

Continue the shift from residential to home based care	Focus resources on prevention and support to help people stay longer at home and work with communities to improve community support.
Stop council Supporting People funding for older people in sheltered or extra care schemes	We are planning to see alternative funding through a combination of self-funding, the health sector and landlords.
Integrate Children's and Adults services to provide a better transition for young adults	The services will achieve "best in class" performance and provide earlier assessment of costly care packages.
Move away from residential care for younger adults with a learning disability	We will place ourselves in line with the best performing councils through shared lives placements, direct payments and lowest use of residential care.
Set up a co-operative to provide specialist care services	We will set up a co-operative with the current staff to allow the service to expand as a business whilst maintaining strong ethical standards.
Accelerate the integration of health and social care	The Older Adults Integration Programme is developing ways to integrate our social care services for older people with NHS services – saving money and providing a better service. This is critical to the future budgeting of the service and the city council.

Your feedback told us:

- Strong support for supporting care in the home as long as possible and reducing reliance on residential care, but do need to maintain some residential care for those most in need and to ensure quality.
- Support for encouraging families, neighbours and the community more widely to provide care, but recognised that this would be limited and was more difficult given the lower cohesiveness of communities, in part because of people moving for work.
- Community care for vulnerable young people was important and was preventative, but there was still a need for specialist services.

- Providing proper transition between Children's and Adults Services was supported by all who raised it.
- Reduce administrative burden on social workers. Less qualified social workers, similar to healthcare assistants, be appointed to do the simpler jobs.
- Social workers should advocate more, be more participative and work more with the voluntary and community sector. More experienced social workers should mentor less experienced ones.
- Some concern at specialist social workers being moved out into a social enterprise.
- Strong views that there needs to be much closer integration between the NHS and social care and that this could provide savings and better outcomes.

Safeguarding, supporting and educating young people

This Green Paper included an update of the earlier review on Education Services.

<p>Paying for more schools services from the Direct Schools Grant</p>	<p>This is the first stage of a more radical shift of funding from city council budgets to schools budgets (see below).</p>
<p>Establishing the Birmingham Education Partnership</p>	<p>The BEP has now been launched. It will become a cooperative trust including local universities, schools and the business community. We will work with this partnership to support collaboration across all schools and partners in Birmingham and set up a trading arm for education services, as part of the review below. This will be in addition to the Services for Education charity already created.</p>
<p>A six month review of children's services</p>	<p>A comprehensive review of all children's services including social care, safeguarding and education services. This will involve all organisations in the city concerned with services for children and young people.</p>

Your feedback told us:

- The key future role for the council in education was seen by very many as being maintaining quality support for those with special educational needs and disabilities. Mention was made by several of the huge value of the SEND service, of the Communication and Autism Team (CAT) and of specialist teachers for the deaf and for those with vision impairment. This however should not lead to excluding pupils with learning difficulties who were not seen as being in greatest need.
- Schools needed to support each other more – across all schools according to many respondents and therefore including academies and free schools – and need to do more to link up to the world of work.
- Asking children what they needed and what they thought as well as engaging with parents was viewed by many as critically important for supporting vulnerable children. The need to invest in a youth service was also raised.
- Many felt strongly that schools should offer their facilities for use by the local community such as libraries, sports halls and pitches, performance spaces and meeting rooms

Support Services

Two Green Papers looked at 'behind the scenes' council functions including research, analysis, information and data, policy and strategy, commissioning and contract management, public engagement and consultation, marketing and communications, complaints, member services and project management.

Transfer some services to Acivico	Some support services such as civic catering, building cleaning and services management will be transferred to this external company already created by the council.
Create a single Professional Support Services function	Administrative support will be co-ordinated across the council and staff numbers reduced by about a third.
Improve customer services	Complete an existing contact centre affordability project, sell advertising on the council website, establish clearer funding for the website, update the customer services strategy and strengthen the role of customer services across the organisation.
Use better evidence and information in decision making	Co-ordinate research and information activities and create a central team.

Your feedback told us:

- Recognition that there is a need for good quality data and analysis for policy formation. But process could be simplified and streamlined.
- Debate on localised versus centralised commissioning. Joint commissioning should be encouraged where appropriate, particularly around health and wellbeing.
- Complex issues need inter-departmental and interagency work involving the public. Learn and share with other Councils and outside professionals. Train and give customer feedback to frontline staff.
- Avoid jargon.
- Many ideas for improving communication and engagement including better website and more use of the internet while taking into account those who do not or cannot use the web (professional intermediaries can help here). Also, the importance of localisation for engagement stressed by many.
- Don't give up communicating and engaging as it is appreciated.
- More support for keeping civic catering in house than for building cleaning and security staff. Porters should remain in house. Quality risks of out sourcing stressed.
- Acivico seen as having potential but also many felt they did not know enough about it to comment or felt that the quality of services might suffer.
- Yes, invest in digital technology for customer services, particularly to improve the website, but ensure that the elderly, vulnerable groups and those that cannot use digital technology are not excluded.
- Removing all secretarial and admin support can be a false economy as expensive managerial staff end up spending too much time on admin tasks.
- There is no mention of Equalities in the Green Paper. This was seen as an important omission by some.

Sport and physical activity

<p>Re-design the network of provision for sport and physical activity</p>	<p>Services should focus on the key outcomes of health improvement and reduced health inequality. Provision will include:</p> <ul style="list-style-type: none"> • “Wellbeing centres” in deprived areas where the market will not provide instead of traditional leisure centres and pools • Sports clubs • Centres of excellence for one or more sports such as “sports villages” • Wide use of parks • Transfer to alternative providers <p>Districts have developed tailored plans for their area. These are set out in detail at the end of this chapter.</p>
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Your feedback told us:

- Sports and physical activities seen as important for health improvement but also other factors such as housing and fuel poverty.
- Yes, get other organisations to deliver sports and leisure activity as well as the council but the council has to facilitate this.
- Schools need to do much more to help including opening up their facilities and undertaking more inter-generational work.
- Have a wide range of sports, not just football and rugby.
- Strong support for the Home Library Service.

Developing successful and inclusive communities

- Libraries and Information: including strategic services and community libraries
- Community Development: including youth services, play services, lifelong learning and local car parks
- Community Support and Advice: including local advice, ward support and legal entitlement services
- Housing: including estate management, homelessness and repairs
- Health and Wellbeing: including parks and nature, grounds maintenance and public health.

District committees have applied the following overall principles to develop detailed proposals appropriate for their area.

Joined up services and local single points of access	Services operating near to each other in neighbourhoods should be delivered together.	
Targeting services	Providing services where they will make the biggest difference to the end result for people's lives and where no one else provides a similar service or has the same kind of responsibility. Also focusing services on key outcomes, such as literacy in the case of libraries.	
Prevention	Moving the focus of services from dealing with problems to preventing them by looking at the reasons why they occur.	
Alternative providers	We will be open to alternative providers of local services, including voluntary and community groups and other local agencies or services.	
Rationalise local land and buildings	Reduce the number of buildings, increase their use and reduce maintenance and other costs. This is being reviewed comprehensively through our loCAL programme.	
Doing more through the housing service	Funding more services in areas with a high proportion of council housing through the Housing Revenue Account, subject to the rules of the localised ring fenced HRA.	

Your feedback told us:

- Strong support for targeting resources at the most vulnerable but many not keen for all universal services to disappear, in part for social cohesion reasons, because some services had to be universal and because it was not always easy to define who was vulnerable. The choice between targeting and universal services depends upon the service being considered.
- Young people and children identified by many as a priority group.
- While there was an understanding that non-statutory services were more likely to be targets for cuts, most said that all Council services were 'essential' or important, gave great value to people's lives and contributed to the fabric of life in the city.
- "It depends on the impact to residents and the impact it'll have on other services."
- The youth service was given by many as an example of a valuable non-statutory service.
- The majority felt that the Council should not necessarily stop delivering services that are delivered by others or in other parts of the city as local residents may not be able to access these services, they may all be working at full capacity and the Council has a role in ensuring quality. These situations should be approached on a case by case basis and through working in partnership.
- Strong support for investing in prevention but key issues are having enough evidence to convince and having resources over and above that needed to deal with immediate problems.
- Yes to co-location of services but keep an eye on whether this makes local services too far away for some, on the need to integrate staff and services as well and on preserving the physical heritage of the city.
- Self-serve technologies and co-production were welcome approaches for respondents who worked for service providers in the public and third sectors but there were warnings that some sections of the public might be excluded by these methods and that they would fail if not adequately managed. Many members of the public were excluded from this part of the dialogue by a lack of familiarity with the jargon.
- Support for the greater use of volunteers to enhance and sustain a service, but alongside trained and paid staff, not instead of them. Paid staff are also needed to organise and train volunteers. Volunteering should also be used as a path into employment.
- There was some support for the libraries proposals in the light of the financial pressures but also much opposition to an over-reliance on volunteers particularly in areas that were less deprived..
- There is strong support for libraries, which are seen as community hubs, and for the youth service. Parks and open spaces could provide more benefits if more widely promoted.

Developing a successful and inclusive economy

- Making sure that new developments and regeneration is taking place, and that companies are bringing jobs and investment to Birmingham
- Securing grants and funding that can be accessed businesses
- Attracting new jobs, investment and businesses to Birmingham
- Regenerating housing and providing new homes for Birmingham
- Setting and delivering the transport vision and maintaining the roads
- Providing support and advice to businesses and entrepreneurs
- Managing the planning process, and creating strategic plans
- Supporting the arts and cultural sector and attracting events to the city

Increase the proportion of outside funding into services	Work with city region partners to take forward the campaign to secure integrated funding for investment, e.g. in our Mobility Action Plan.
Develop more "enterprise services"	As many services as possible should become completely "self-funding" to ensure that a diversity of services continues to be available
Renegotiate contracts and agreements to reduce costs	Seek savings from the Highways PFI contract and the Integrated Transport Authority levy.
Merge functions within the Council	Reduce costs by bringing teams together from across the Council
Align services across the city region	Move towards an integrated city region resource for supporting the economy.
Develop new sources of funding for business growth	Investigating new long-term and sustainable sources of funding by, for example, increasing investment into sector priorities through an expansion of Business Improvement Districts

Your feedback told us:

- Most did see supporting the local economy as an important function of the council.
- Most felt that there was a need for intervention to make the economy more inclusive, and many ideas were put forward, although some felt that such initiatives only encouraged dependency. Some emphasised the role of libraries and the youth service in creating a more inclusive economy.

A well-managed and resilient city

This review covered:

- Bereavement Services
- Mortuary/ Coroner's Office
- Registrar's Office
- Licensing
- Traffic Management & Regulation
- On Street Parking & Enforcement
- Trading Standards
- Environmental Health
- Birmingham City Laboratory
- Emergency Planning
- (part of) Planning Service.

<p>Increase charges for services</p>	<ul style="list-style-type: none"> • An administration fee for invalid or withdrawn planning applications • Increased charges for emergency traffic regulation notices and orders • Increased charges for entertainment licenses • Higher charges for inspection of older vehicles.
<p>New ways to generate income</p>	<ul style="list-style-type: none"> • Energy recovery from crematoria • Web streaming registry office ceremonies • Putting the index of births, deaths and marriages on line • Sell our expertise to other councils • More controlled parking zones • Finance more crime prevention work from "Proceeds of Crime" monies.

Ask central government to remove fixed fees and reduce "new burdens"	Many fees are currently fixed so we cannot change them to suit local circumstances. Government often introduces new legal requirements without giving us more resources.	
Review service locations	Changes to the licensing and environmental service offices, the Coroner Service and the Registration Service.	
Transfer services to external providers	Examples could include the City Laboratory and the licensing function.	

Your feedback told us:

- There was general agreement with the increased charges suggested in the Green Paper although the increases had to be appropriate and commercial but should definitely reflect cost inflation. Other charges that could be increased were suggested but this had to be combined with advice in navigating the system.
- There was general agreement with the income generating proposals in the Green Paper although some said these should only be implemented when there was a robust case that they would generate more income than the costs to establish.
- Many ideas were suggested to encourage people not to break regulations although some of these involved high profile enforcement early on.
- Almost all respondents wanted the council to continue enforcing but to speed up the process to make it more effective.

Safe, clean and green neighbourhoods

This included:

- Waste management, refuse collection, and recycling
- Street cleansing
- Pest control
- Community safety
- Public rights of way
- School crossing patrols
- District engineers
- Climate change
- Drainage and flood risk management

<p>Raise awareness about making the city cleaner and recycling</p>	<p>Awareness raising with residents and businesses about their responsibility to reduce the cost of cleaning up the city and the importance of recycling. Continue to develop Street Champion programme.</p>
<p>Outsource services</p>	<ul style="list-style-type: none"> • A commitment to complete market testing of the domestic refuse collection service by 2016 • Develop a business case for outsourcing the Pest Control service • Review opportunities to develop local community networks to maintain public rights of way.
<p>Increase charges</p>	<ul style="list-style-type: none"> • Remove the once per year free bulky waste collection and charge for all collections • Review charges in Pest Control.
<p>Improve efficiency</p>	<ul style="list-style-type: none"> • Amending charging policy and reduce crew numbers in the trade refuse service • Maximise additional revenue and incinerator capacity at Tyseley Energy and Waste Facility • Organise street cleaning teams on a district and depot basis to increase flexibility • Changes to workforce profile in Pest Control to reflect seasonal changes • Streamline public rights of way enquiries through better technology
<p>Review staff terms and conditions</p>	<p>Ensure that changing circumstances are reflected in terms and conditions that are fair to all city council staff as well as value for money within these services.</p>
<p>Service reductions</p>	<p>A further reduction in street cleaning levels.</p>

Your feedback told us:

- Most in favour of charging for some of these services but some believe these are services which benefit all.
- Combine awareness raising and education programmes with enforcement.
- Mixed views on outsourcing, changing specifications, increasing charges and keeping staff terms and conditions under review. Some said yes, some said no and some said that it depends on the service and specific local needs.

District services

A separate but linked review process was carried out for the services controlled by our ten local district committees, following the setting of some overriding priorities by the relevant corporate service reviews.

Firstly, we propose that the budgets available to the districts will be redistributed to take greater account of deprivation and need in each area. At present the budgets that districts receive are based mainly on historical patterns of service provision. Now that we are having to reduce overall spending significantly it is appropriate to redistribute that money so that the more deprived areas receive a greater share of the money and are therefore relatively protected from the cuts.

We have shaped the approach proposed according to three principles:

- Fairness and equity in application, (including specific local conditions)
- Transparency of methodology
- Independent or external validation of the statistical data used.

We will use the official national Index of Multiple Deprivation which shows the relative deprivation in neighbourhoods across the country. The allocation arising would then be adjusted to take account of:

- Funding for services which are delivered by city wide arrangements through an agreement with each district
- Funding from government grants or ring fenced funding such as for council housing
- Capital financing costs
- Internal recharges within districts
- Leisure and sports funding, which has been through a different review process (see below).

Districts have been asked to produce their proposals according to the following priorities developed through the service reviews:

- Improving community life, building social capital and improving wellbeing and community engagement
- Bringing about joined up services, better targeting of services and prevention

The Green Papers issued as part of the service review process also identified four main outcome objectives for reshaped local services:

- Library services and Community Support and Advice – improved literacy and learning and welfare and employment advice needs addressed
- Community development – pathways into learning and employment created and individuals and communities enabled and empowered to co-produce the service
- Health and wellbeing – health inequalities addressed
- Housing services – transformation of place and vulnerable people supported and protected

The proposals for sport and physical activity services are detailed below. The detailed conclusions of this process for other district services will be published shortly in a separate report.

Sport and Physical Activity – detailed proposals

Following discussions with District Committees, the following proposals have been brought forward for sports and physical activity services:

- 11 sites will be managed under a framework for private management - five existing and six new-builds
- There will be 10 asset transfers to the community, schools, or other third sector providers
- Six health and wellbeing centres (former leisure centres) and five wellbeing hubs (mixture of community centres or park buildings)
- Nine old and tired buildings will close to make way for six new build centres, managed through the framework contract
- Two new-build sports hubs run by the community and two existing sport hubs

There are a number of old sites that will close when new local provision opens. These sites will be transferred across to the framework providers from 1 April 2015 until their closure. The exception however is Newtown Pool, which will be run as a wellbeing centre, due to the deprivation of the immediate area and customer base.

Managed under the framework	New-build or manage existing	District	Timescales
Harborne Pool and Fitness Centre	Managing existing new facility	Edgbaston	Already up and running
Sparkhill Pool and Fitness Centre	New build	Hall Green	1.9.2015
Beeches Pool and Fitness Centre	Manage existing	Perry Barr	1.4.2015
Cocks Moor Woods Leisure Centre	Manage existing	Selly Oak	1.4.2015
Erdington Leisure Centre	New build	Erdington	1.4.2017

Managed under the framework	New-build or manage existing	District	Timescales
Fox Hollies Leisure Centre	Manage existing	Yardley	1.4.2015
Icknield Port Loop Swimming Pool	New build	Ladywood	1.4.2017
Northfield Pool and Fitness Centre (Longbridge)	New build	Northfield	1.4.2017
Shard End Community Leisure Centre	New build	Hodge Hill	1.4.2017
Stechford Cascades Leisure Centre	New build	Yardley	1.4.2017
Wyndley Leisure Centre	Manage existing	Sutton Coldfield	1.4.2015

Asset Transfer	District	To be completed by (at the latest)
Arthur Terry School Sports Centre	Sutton Coldfield	Underway
Bartley Green Community Leisure Centre	Edgbaston	1.6.2014
Billesley Tennis Centre	Selly Oak	1.9.2014
New Birmingham Indoor Bowls Centre	Selly Oak	1.9.2014
Castle Pool (Castle Vale)	Erdington	1.9.2014
Chamberlain Health and Fitness Centre (Highgate)	Hall Green	1.4.2014
Great Barr Community Leisure Centre	Perry Barr	1.9.2014
Laurel Road Community Sports Centre (Handsworth)	Perry Barr	Underway
Linden Road Instruction Pool (to the District) (Bournville)	Selly Oak	1.4.2014
Moseley School Health and Fitness Centre	Hall Green	Underway
Stockland Green Community Leisure Centre	Erdington	1.9.2014

Existing buildings that will eventually close	Associated new provision	District	Timescales
Newtown Pool and Fitness Centre	Icknield Port Loop	Ladywood	1.4.2017
Colmers Community Leisure Centre (Longbridge)	Northfield (Longbridge) new build	Northfield	1.4.2017
Court Road Health and Fitness (Sparkhill)	Sparkhill new build	Hall Green	1.9.2015
Erdington Leisure Centre	Erdington new build pool	Erdington	1.4.2017

Existing buildings that will eventually close	Associated new provision	District	Timescales
Moseley Road Swimming Pool	Sparkhill new build	Hall Green	1.9.2015
Northfield Pool and Fitness Centre	Northfield (Longbridge) new build	Northfield	1.4.2017
Shard End Community Leisure Centre	Shard End new build	Hodge Hill	1.4.2017
Stechford Cascades	Stechford new build	Yardley	1.4.2017
Tiverton Pool and Fitness Centre (Selly Oak)	University Pool new build	Selly Oak	1.4.2016

- The Health and Wellbeing service will be made up of the leisure sites that are in the most deprived parts of the city. The sites are all in areas of poor health outcomes, servicing communities living in some of the highest deprivation in the country.
- Alongside the former leisure sites, the service will also provide a range of physical activity opportunities across the outdoor infrastructure of the city, including the parks and other open spaces at the heart of local communities.
- All Districts will have an element of outreach activities across their priority localities, although not all Districts will have a Wellbeing Centre within them.
- The service will build on both the Be Active Scheme as well as the Active Parks pilots from this year. The Active Parks pilot has already attracted support for 2014/15 from Sport England, and work is underway with the Birmingham Open Spaces Forum to put together funding bids for further activity in the future.

- The Health and Wellbeing Service will be funded to deliver improved health outcomes in deprived communities currently experiencing significant health inequalities. A range of lifestyle services will be delivered at leisure centres, in parks and other open spaces, as well as at community venues in the most local settings.
- Plans for the service are being developed and will include the redesign of existing staff resources as well as the development of activities to include new lifestyle interventions such as weight management, health checks, and specific exercise and lifestyle pathways for chronic conditions.
- There is scope to co-locate neighbourhood services (libraries, neighbourhood offices etc.) into both the Wellbeing Centres and the new-build pools that will be built later on.

Wellbeing Centres	District	Timescales
Handsworth Leisure Centre	Perry Barr	By March 2015
Kingstanding Leisure Centre	Erdington	By March 2015
Nechells Community Leisure Centre	Ladywood	By March 2015
Saltley Community Leisure Centre	Hodge Hill	By March 2015
Small Heath Leisure Centre	Ladywood	By March 2015
Newtown Pool and Fitness Centre	Ladywood	By March 2015 (until 1.4.2017)

Wellbeing Community Hubs	District	Timescales
Aston Park Pitches (managed through Nechells)	Ladywood	By March 2015
Calthorpe Pavillion	Hall Green	By March 2015
Firs and Bromford Community Centre	Hodge Hill	By March 2015
Hamstead Pavillion (subject to condition survey)	Perry Barr	By March 2015
Stanhope Community Centre	Ladywood	By March 2015

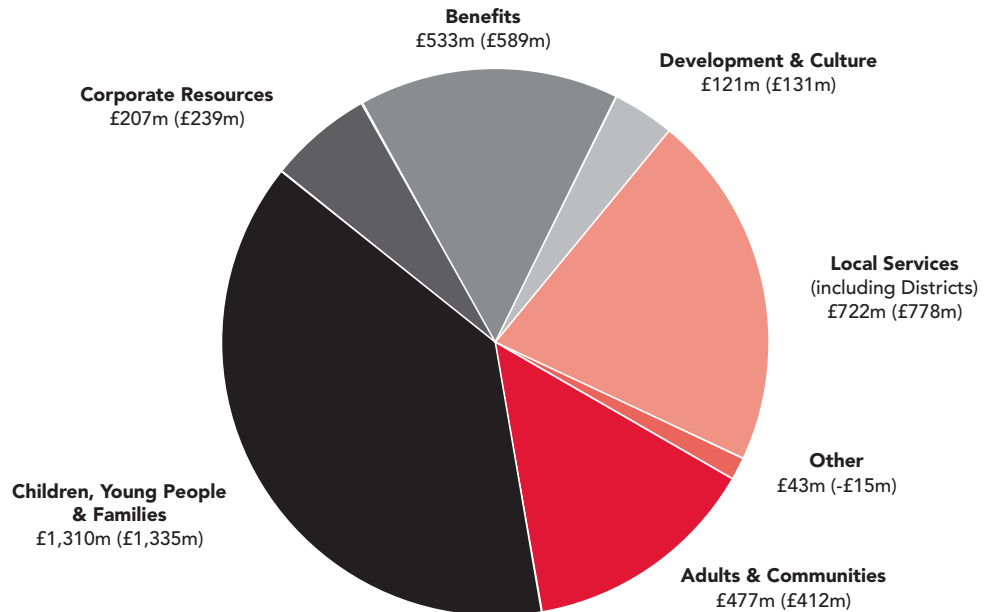
New Community Sports Hubs	District	Timescales
Holford Drive new build	Parry Barr	By December 2013
Billesley Sports Village new build	Selly Oak	By September 2014
Edgbaston Reservoir	Ladywood	On going
Alexander Stadium	Perry Barr	On going

5. Summary of our budget plans for 2014-15

Council Budgets

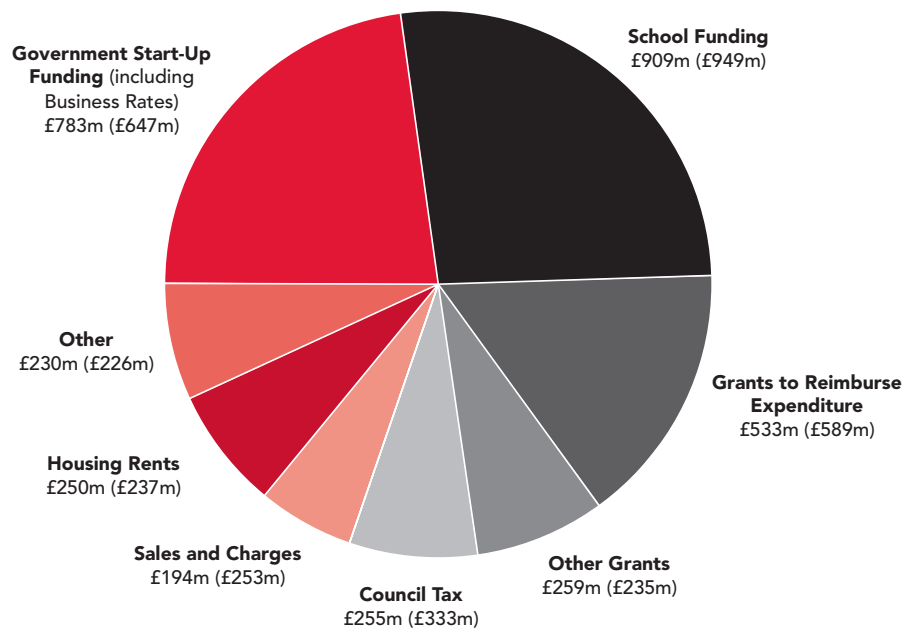
The Council's budgeted spending in 2013/14 is £3.413bn. The ways in which this money is spent are as follows:

Where the money is spent 2013/14 - Total £3,413m (£3,469m)
(2012/13 figures in brackets)



The sources of funding are summarised below:

Where the money comes from 2013/14 - Total £3,413m (£3,469m)
(2012/13 figures in brackets)



However, a great deal of this funding (such as schools funding, Council House rents, and grants to fund Benefit payments) is earmarked for specific purposes. In addition, some of our costs (such as debt financing) are fairly fixed. In reality, therefore, we haven't got the freedom to make savings from much of our expenditure. What we call our "controllable budget" is very much smaller than the total shown above – only just over £1bn.

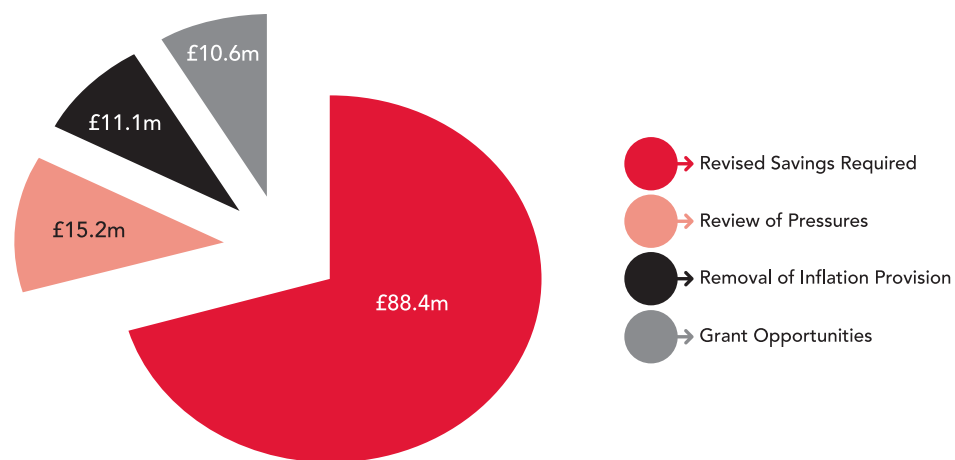
Savings Proposals

The combination of cutbacks in Government grants and the need to free up resources in order to fund cost pressures, means that an unprecedented level of savings will be needed in order that we can meet our legal obligation to set a balanced budget.

Since information was published over the summer, we have undertaken extensive work to reduce the need to make savings as much as possible. We have reviewed our cost pressures in some detail, and have considered the potential to meet some of the savings requirement by re-directing specific Government grants. This has meant that the scale of service savings needed in 2014-15 has been adjusted because of:

- low short-term interest rates continuing for longer than had previously been assumed, reducing our expected capital financing costs next year
- assuming that there will not be any pay award for staff in 2014-15, and removing the corporate provision in that year for the general effects of inflation. Should there be a pay award and, in any case, in order to fund general inflationary increases in costs, these will need to be funded through a combination of increased income and further efficiency savings within each service
- increasing the opportunities for meeting expenditure from certain Government grants, together with changing assumptions about the phasing of Business Rates income.

The way in which the savings required in 2014-15 has changed is summarised in the pie chart overleaf:



A summary of how the position over 4 years has changed during the course of this year is set out in the table below. It will be noted that, in the longer term, the scale of the challenge has now grown even bigger than we previously thought. Savings of over £375m will have been achieved over the 3 years up to the end of 2013-14, but further savings amounting to over another £460m will still be needed over the next 4 years. The overall position has deteriorated from that which we expected when we set this year's budget in February 2013, largely because of a series of government announcements about further funding reductions. It is also worse than we feared in the summer.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
February savings requirement	111.2	164.5	239.7	282.8
Government grant announcements	7.7	103.6	119.2	142.0
New expenditure pressures	6.4	26.0	33.0	24.8
Updated Position	125.3	294.1	391.9	449.6
Subsequent updates:				
Review of pressures	(15.2)	17.9	17.0	28.4
Removal of Inflation Provision	(11.1)	(11.3)	(11.5)	(11.7)
Grant opportunities	(10.6)	(7.5)	(5.6)	(3.8)
Revised savings requirement	88.4	293.2	391.8	462.5

Specific proposals for making savings are set out in Appendix 2, and we are consulting on these. Whilst savings proposals are set out in this consultation paper to enable us to balance the budget for 2014-15, a great deal of further work still needs to be done in order to balance the budget in subsequent years. The further savings still needing to be identified are as follows:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Total savings required	88.4	293.2	391.8	462.5
Less				
Existing Plans	(1.2)	(11.6)	(16.9)	(16.9)
New Proposals	(87.2)	(129.9)	(152.6)	(153.1)
Balance still to be identified	0.0	151.7	222.3	292.5

Council Tax

For planning purposes, we have been assuming a Council Tax increase of 2% each year. The figures above are based on this assumption so if the eventual increase is different from this then the scale of the financial challenge set out in this paper will change. Each 1% in Council Tax makes a difference of just over £2.5m. Lower Council Tax increases will mean that more savings will need to be found.

Central government has offered a grant to those councils who freeze their tax at current levels. But if we take this grant, rather than increase Council Tax, we would end up with about £1.7million less per year each time we accept the grant. So, if we accept the grant in both 2014-15 and 2015-16 the cumulative gap would double to £3.4m per year. In addition, we don't know whether the grant will continue into later years and this risk amounts to nearly another £7m per year if we accepted the grant in both of the next two years. So accepting this grant rather than increasing Council Tax by 2% each year would make our financial problems worse.

The Government has also said that Councils will need to consult the public via a referendum if they propose Council Tax increases above a threshold which they will set – expected to be 2%. Even if the Council were to pursue this approach, the law still requires Councils to approve budget proposals which it would adopt if the public rejects a larger increase, so we would still need to consider the proposals set out in this consultation paper.

We would like to hear your views on the level of Council Tax in 2014-15.

6. The future city council 2020

Restating the role of the city council – what functions will we have in 2020 and how will services be delivered?

The proposals we bring forward with each annual budget must fit into a wider plan for change in the years ahead. This will help people understand the direction of travel and enable us to make changes in a more co-ordinated way, in line with our overall objectives. This is not a detailed blueprint but it provides an outline of the future shape of our activities that we will work towards. The outline will become a more detailed picture in the years ahead.

How this plan links to the proposals developed so far

This picture links closely to the emerging proposals from the service reviews process and focuses on extending the following types of change much further:

Working with others – changing the **providers** of services and developing stronger **partnerships** with other public agencies and organisations. This includes the radical integration of services at different levels and the creation of new external organisations.

Working differently – joining services up to ensure that they are focused on people and places, rather than the organisations we work for and **reducing need** through focusing on prevention and supporting families, communities and neighbourhoods to make a greater contribution.

The new model for city government and “triple devolution”

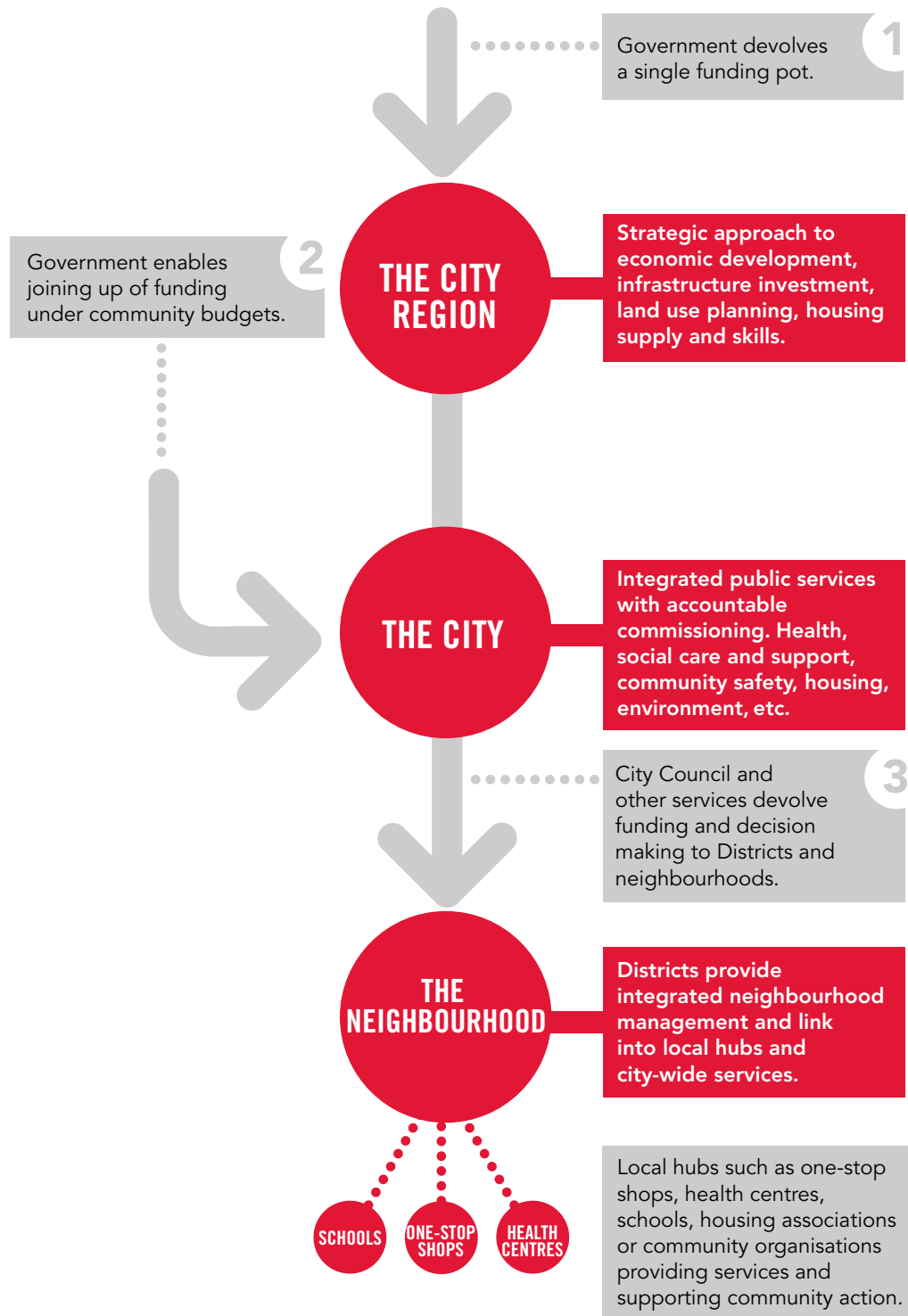
The overall approach we are working towards includes three levels of “city government”. Each of these is essential to the effective management of a large city.

- The city region – working across local authority boundaries at the level of the urban economic area, particularly on matters that can only be dealt with at that level, such as transport and strategic planning and housing provision.
- The city – the main focus for local public services, with Birmingham’s ten devolved districts also playing a key role
- The neighbourhood – the focus for community, environmental and housing services and the level at which all services can engage with local communities and people can make their own contribution to running the city. The ten districts within the city will play an important linking role between this level and the city as a whole.

At each of these levels we must have greater freedom and flexibility and the ability to join up services across different agencies if we are to achieve more with less money. That will require three processes of devolution or localisation to take place:

- The creation of a larger single funding pot and more powers at the city region level covering economic development, skills, employment infrastructure investment and strategic planning and housing. This will require the government to pass control of funds down to the local area
- The development of a "place based settlement" or single budget allocation to Birmingham. This would enable joint planning and allocation of resources as well as the pooling of budgets for a range of services including health and social care and community safety. This will require a new level of partnership working between the agencies. It was estimated that the total public spending in Birmingham was about £7.5bn in 2010-11.
- The joining up of local service budgets at neighbourhood level – moving towards a "neighbourhood service" and growing community service hubs (different services delivered in one local place). This will include extending the roles of local service providers such as schools and housing associations and creating new very local providers such as community and voluntary groups, social enterprises and community led housing organisations.

The Triple Devolution model of city government



The national context

Birmingham is not an island. We are part of a national structure of local government which has a centralised funding system and there are extensive government controls on most of the things we do. The funding situation described earlier is also not unique to Birmingham. Many local authorities, in particular the large cities are facing similar challenges.

The triple devolution approach set out above requires government support to be fully realised. But there has been some progress in this direction and importantly there is some degree of cross-party consensus about these elements of the future direction:

- Proposals made by Lord Heseltine earlier this year would have taken us a long way towards the city region powers and funding we need. The Government made a start on implementing the proposals but they need to go much further. The opposition are also conducting a growth review, which will build on the Heseltine proposals
- The Government is working with councils on proposals for "whole place" budgeting and service integration, building on the work of four pilot councils that demonstrated the value of the approach. We now need them to change the way they allocate funding to government departments to allow the joining up of budgets at the local level. The Government have also allocated £3.8bn of NHS money to be spent on joined up services through local authorities from 2015-16. The Opposition are exploring ideas for an integration of the NHS and social care services
- The Government has also supported a number of pilots of joined up neighbourhood budgets, now known as "Our Place" pilots. There have been three of these in Birmingham and we are taking forward the learning to see if they should be spread across the city. The parish or town council model may also be appropriate in some areas of the city.

Many aspects of our proposals are supported by the wider local government community – we are not alone in making this case for change. The Core Cities group (which includes Birmingham) has put forward a Prospectus for Growth that calls for radical reform of public services alongside investment in economic development:

"If we don't make public finances in cities more sustainable, cities will be restrained from achieving long-term economic growth and the cost of the state will not be reduced."

The group proposes *"place based settlements for joined up services. All the public spending in a city should be viewed in the round locally, integrating local services and tailoring them to local needs"*.

The Local Government Association is also campaigning for more radical changes to local public services and has warned that they will not be sustainable by the end of the decade because the cost of social care will take up most of the available resources. Their document *Rewiring Public Services* also suggests *"a place based public services budgets approach to the integration of public services"*.

As well as working with others and pushing government to go further on these changes, there is much we can do locally to take them forward. Many of the proposals in this paper will contribute to that.

New structures and funding streams: working with others

Providers

Partners

In order to develop this model further we will need to create a range of different structures and funding streams. These could include:

At the city region level:

- Stronger accountability and leadership, possibly including the creation of a Combined Authority. Progress has been made in creating a Supervisory Board of leaders to oversee the Local Enterprise Partnership and in creating a new Local Transport Body for the metropolitan area.
- A larger single funding pot for city region activities that is genuinely devolved from central government
- Co-ordination of European funding, with greater city region discretion in how this is used rather than excessive control from Whitehall
- A merged resource to support city region functions instead of the separate resources currently in each local authority
- These structures would link with business partnerships such as the Local Enterprise Partnership, providers such as FE colleges, universities, job centres, a diversity of organisations providing employment services and business support and operational bodies such as CENTRO.

At the city level:

- A "place based settlement" for Birmingham that brings together funding streams and enables integration and alignment of local services
- A streamlined city council structure, based on our three new directorates of People, Place and Economy that focuses on supporting strategic leadership and the core regulatory and democratic functions that can only be delivered by the local authority

- A range of joint teams formed by bringing together staff from different agencies – for example the NHS, Police, Fire services, schools - and a number of external bodies, such as the Birmingham Education Partnership, the Health and Wellbeing Board, the Community Safety Partnership that can take on clearer roles, increasingly using external funding rather than council budgets
- Long term joint investment with the voluntary and community sector in the city
- Commissioning of services from a wide range of providers in health, social care, education and community safety, including greater use of community groups, social enterprises and voluntary organisations

At the district and neighbourhood level:

- A strengthened and clarified role for the district committees, continuing the changes made since 2012, when they were given decision making powers over more services
- Neighbourhood budget and neighbourhood management arrangements across the city

Our “place based” approach will be put at the heart of everything the council does by senior managers being linked to quadrants (four groups of districts), districts and local wards.

We will aim to stimulate the development of a rich network of different providers at the local level, including encouraging greater contribution through community and voluntary organisations and business social responsibility through our **Standing up for Birmingham** campaign.

A range of new options for neighbourhood services

The solutions will vary between districts, according to local needs and the pattern of organisations that already exists, but will include:

- Transfer of services to private operators or community and voluntary organisations
- Extended roles for existing local services – for example extended roles for schools in learning and family support and for housing associations in caring for the local environment
- Integration of neighbourhood services, for example joining up of libraries and neighbourhood offices to rationalise and improve buildings
- New local hubs formed by bringing services together – for example health centres, the new wellbeing hubs, libraries, neighbourhood offices, police stations and community centres
- New organisations to deliver local services – including new community led housing bodies and transfers of service management or assets to community organisations, trusts, social enterprises and so on – see separate box.
- Entirely new services created by community organisations and social enterprises, such as health and fitness activities, neighbourhood welcome centres, street champions, additional street cleaning and clean ups
- Potentially new parish or town councils that will oversee some services and be able to fund them through a small council tax precept, if local people wish.

All these changes will provide a framework or “backbone” for the local public realm and ensure democratic accountability, flexible funding and greater public engagement in governing the city. It will enable the development of **a diverse network of service providers and partnerships** that could achieve better results with less overall funding than current services. Smaller more focused organisations can often respond more flexibly to need and operate with lower overheads, but added together they can support an integrated strategic approach. They can also adapt to change and grow or contract more easily than large organisations like the city council.

Commissioning

At all levels there will be a radically reformed approach to commissioning, including the promotion and celebration of social responsibility amongst service providers and suppliers and a wider contribution to running the city. The consideration of social value is being built into our commissioning decisions and we are working hard to manage external contracts more effectively.

New ways of funding services

There will also be new ways of paying for services. This could include payment by results where a provider only gets paid when results are achieved, ensuring better value for money. However this needs careful structuring to ensure that smaller companies and groups are not disadvantaged because larger firms are better able to delay income whilst providing services.

We are also exploring the use of social investment. There is a growing market for investment in socially useful services where the investor receives a return based on the savings made from the service. One example is work with ex-prisoners to reduce re-offending which produces savings to the criminal justice system. Another is helping teenagers on the edge of care.

There will need to be increased income generation, with smarter, more "enterprising" services and we will further rationalise our use of buildings so they are appropriate to our needs.

Working differently

Joining
Services up

Reducing
need

These new structures and funding streams will support radical changes in how we deliver public services – even a redefinition of what public services are. This is where we will be able to make the biggest difference in terms of achieving more with less resource by addressing people's needs better and reducing the need for the most expensive services.

A focus on "whole people" and "whole places"

We will focus on people or places and their needs rather than the different organisations in which we work. In areas such as social care, health, housing, family support and learning, there will be integrated planning, commissioning and delivery of a complete package of services to the individual or family rather than a number of different services that have to develop separate relationships with them. Services for each local place or neighbourhood will also be integrated and co-ordinated, using neighbourhood management. Joining up services like this makes it easier to plan them on the basis of robust evidence and research about what is needed and what works.

Prevention and early intervention

All of this new network of public services will have one overriding aim: to improve people's lives and prevent the need for expensive "acute" services.

This will be the focus across all services including:

- better social care for older people to prevent hospital admissions and reduce the need for residential care;
- better public health for longer lives and lower health and social care costs;
- better maintenance of housing to prevent expensive repairs;
- better management of the local neighbourhood to prevent expensive clean ups and crime, and greater use of enforcement powers to keep the city clean;
- better education and skills to prevent unemployment;
- better support for victims of domestic violence
- better responses to victims of crime and the championing of their needs;
- and better support to families, children and young people to prevent people turning to crime, antisocial behaviour and drug addiction and to improve their quality of life.

Encouraging a bigger contribution from communities, individuals, organisations and businesses.

This is supported by our **Standing up for Birmingham** campaign which will be developed further in the years ahead. It connects with our objective to develop social capital and to value the assets (both social and economic) that exist within communities. Community and voluntary activity already makes a huge contribution to the life of the city and public agencies cannot perform their role without co-operation and support from the people they serve. But we believe community and voluntary organisations and social enterprises can play a bigger part in running the city in many different ways, including:

- Taking over local facilities (Community Asset Transfer)
- Running local services (with the council maintaining ownership of the buildings used)
- Engaging in decision making about their neighbourhood or housing estate
- Getting more involved in local democracy or serving as a city or neighbourhood councillor (where there is a neighbourhood or parish council)
- Participating in voluntary work such as maintaining parks and other public land or specific services
- Participating in neighbourhood watch, street warden or good neighbour schemes to support other local people and the local environment
- Businesses working closely with schools and providing apprenticeships, work experience and other employment opportunities
- Businesses sponsoring local environmental services or supporting community events
- Businesses forming Business Improvement Districts and funding improvements that improve the local environment and commercial activity.

When public agencies and local people work together the result is often better than when public services act alone. The process also empowers people and gives them more control over their lives which can have many other social benefits.

Individual citizens also make an enormous contribution, for example as carers who provide most of the social care received by older people and other vulnerable people in the city. Our diverse faith groups are also an enormously important part of the life of the city. Volunteers also get something in return for their contribution, either explicitly through time banks or in terms of boosting their own wellbeing, for example through greater social interaction or the satisfaction of helping someone else in need.

We will also campaign for increased **personal responsibility** through awareness campaigns and engaging with communities so that, for example problems like litter and graffiti are less of a burden on services and people recycle more of their waste.

The "**personalisation**" of services is aimed at giving individuals more control over the services they receive by allowing them to define their own needs and choose the provision they want. This can also be supported by a personal budget.

Our **Business Charter for Social Responsibility** encourages businesses in the city, in particular our suppliers and contractors, to make a wider contribution to the life of the city. Many businesses already have their own "corporate social responsibility" programmes in which they invest in the local community and encourage their staff to volunteer. Examples include supporting schools by mentoring young people to help them into the world of work and creating apprenticeships.

Business Improvement Districts are another way in which businesses make a direct contribution to improving the local environment and amenities – something which ultimately gives them improved profitability.

Smart city, smart public services

One of the key commitments made by the leadership of the city council last year was to work towards Birmingham being a "Smart City". That means a city that uses new technologies imaginatively to generate economic opportunities, improve mobility and public transport and become a greener place to live. But it also means having smarter public services – using technology to help our wider vision of integrated services focused on people and places.

Our approach to becoming a smart city is grounded on the idea of collaboration, openness and engagement between all those with a stake in the city - the public sector, third sector, private sector and academia and all of its people and communities. There is no one solution for a smart city.

However, we know that traditional ways of serving the city population and 'operating' our city are no longer viable because they cannot cope with the sheer numbers of service users, their diversity and their expectations whilst relying on infrastructure that was put in place decades ago. We will encourage a continued shift to the use of on line and digital ways of accessing our services and enable everyone in the city to use these technologies.

The advent of internet connectivity, digital technologies and their seemingly unstoppable move into every part of our lives is changing how societies (and cities) interact and govern themselves. Clever exploitation of such technologies can help us change how Birmingham works and make it more responsive and adaptable to the pressures we are facing. This is a key part of the Smart City concept.

To achieve this we have looked at new ways that services can be delivered to address emerging challenges such as low economic performance, unemployment and the skills gap, health and well-being inequalities, the need for seamless and effective mobility and the need to deliver a low carbon society and economy.

The Smart City Roadmap has identified 3 key priorities that will enable the council to start to radically transform the way it designs and delivers its services through developing Smart Technologies and Places, Smart Citizens and a Smart Economy.

Under these priorities the council, working with the city's stakeholders will accelerate digital infrastructure and connectivity through wired and wireless technologies for businesses and citizens to ensure that they will be able to access services in ways that meet their changing needs.

We will put data and information in the hands of our communities, social enterprises, businesses and entrepreneurs, through the release of open data and the creation of an "information marketplace". This will help people to co-design and co-produce new services to support their communities and places.

The information market place would enable the council to make services more targeted and personalised and potentially change its relationship with citizens. "Smart citizens" will have the skills and confidence to fully participate and engage with the city, giving them the ability to live healthier, happier and more independent lives. A "Smart Economy" will be a sustainable and prosperous one that enables Birmingham to address social challenges more effectively.

Supporting our staff to deliver in these new ways

In order to deliver on the current and future needs of the people who live in Birmingham, we need high performing, healthy, skilled and motivated employees with engaging leaders at all levels. It is critical that our workforce, councillors and trade unions work as one team under a clear, simply framed vision.

In 2012 the council's leadership launched the Fresh start programme, which has started to form a new way of working and a change in attitudes across the workforce including:

- Implementing the Living Wage
- Devising new communication channels and improving existing ones developing opportunities for openness and honesty across the organisation
- Reviewing PDR's including simplifying scoring
- Investment in raising levels of staff health and mental well-being
- A whole council employee survey
- Developing a city wide leadership network to enable collaborative working across public services

The Fresh Start approach has laid down some of the building blocks that signify a new way of working. There is still some way to go with driving a change in attitudes and in improving relationships between employees and other agencies and the public.

We are fully committed to setting and shaping the people strategy that will enable the delivery of the leadership's vision. The coming years will require a continued focus on rescaling and reshaping service provision, a 'workforce rewiring', managing downsizing effectively and efficiently, but most importantly generating and managing real opportunities to work in partnership across public services in Birmingham.

In 2013-14, the council reduced its workforce by around 5% from the start of the year. This means the council has reduced its workforce by around 32% since April 2010.

Birmingham's workforce and people management will remain high on the organisational agenda. Effective change can only be achieved when employees are empowered and encouraged to support the attitudes and behaviours the organisation needs. Our workforce is committed to delivering the best outcomes for citizens and generating trust within local communities.

The Rewiring Public Services (2013) report stated that 79% of people trust local government, compared to only 11% who trust central government. That is why we are keen to remove barriers between employees and the communities they serve, ensuring that talented people remain with Birmingham City Council.

In order to deliver the plan set out in this paper, the council will require more talented "generic" managers and employees who can apply their knowledge and skills to any service area - thinking outside of silos and traditional hierarchies. This will mean simplifying some of our current people management policies to enable staff movement to happen more quickly and flexibly than ever before.

It will also mean creating an environment that encourages a big change in employee mind sets to be flexible, focused on place, act with initiative and take responsibility for solutions. Put simply, we need to encourage our workforce to develop their confidence and offer the best opportunities we can to attract talented people to have a fulfilling career in Birmingham City Council.

Our people strategy priorities

The organisation is committed to four main people management priorities, which form the strategic themes for the years ahead:

- Supporting employees' well-being and resilience
- Enabling people to work more flexibly
- Rewarding good performance
- Creating a future for the next workforce generation

Support employees' well-being and resilience

We recognise the importance of a highly engaged workforce that is healthy, productive and committed to the organisation. Birmingham will:

- reward and recognise our people for taking risks and finding better ways to solve problems; and taking on new ways of working
- recognise that employee well-being is a driver of productivity and enables more effective working practises
- offer opportunities and programmes for employees to proactively manage their own physical and mental health and well-being
- work in partnership with the Trade Unions to deliver supportive and enabling people management policies and projects
- ensure ideas and creativity are harnessed at all levels and good ideas are taken forward.

Enable people to work more flexibly

The changing nature of the council that has emerged through the service review process identified a need to develop more generic roles that can respond flexibly across the organisation. Birmingham will:

- develop a flexible workforce with talented generic managers that can quickly move around the organisation to respond to priorities

- develop job families which evolve with service redesigns and different models of delivery
- develop effective leaders who are able to provide direction, build trust in what we do and engage their teams
- respond flexibly to technological changes and innovations in working practices
- encourage a culture of innovation and managed risk taking, working in close collaboration with partners.

Reward good performance

At a time of reducing resources and rising customer expectations, it is increasingly important for managers to develop a high performance culture in which high performance and talent is valued and sustained, and importantly, where underperformance is actively and robustly managed. Birmingham will:

- build a high performance culture, with Performance Development Reviews being a mechanism where managers can actively support individuals to improve their performance
- ensure that staff are clear about how their work contributes to the delivery of their service and know what is expected of them
- reward and recognise excellent performance and share knowledge across the organisation
- reward and recognise collaborative working with other partners.

Create a future for the next generation

The council is committed to creating opportunities for younger people to work for and with the council. The Fresh Start programme has outlined the importance of creating a sense of pride and the need to 'grow our own' talent. Birmingham will:

- aim to increase the % of the council's workforce made up of young people to more truly reflect the local population over time
- develop and expand programmes aimed at young people in conjunction with the local universities, colleges and schools
- commit to 'grow our own' talent and to ensure that good performance is recognised and rewarded
- Work with the community on providing opportunities for staff to work with local people.

Delivering on these people strategy priorities will be the key to realising the plan set out in this paper. This will enable the council workforce to be skilled and motivated to play their critical role in the lives of the people who live, work and visit Birmingham. The context set out here will be more fully developed over the coming months in partnership with employees, councillors and trade union colleagues.

Appendices

Appendix 1: The consultation process

The formal budget consultation for 2014-15 closes on 10 January 2014. There are a number of ways you can let us have your views and participate in the debate.

You can attend one of four public meetings to question members of the City Council's cabinet:

- Tuesday 10 December, 5.30pm – 7.30pm, The Lighthouse Suite, St Barnabas' Church, High Street, Erdington
- Wednesday 11 December, 6pm – 8pm, South Yardley Library
- Thursday 12 December, 6pm – 8pm, Nishkam Centre, Handsworth
- Wednesday 18 December, 6pm – 8pm, Bournville College, Longbridge

Please let us know if you plan to attend these meetings by emailing **servicereviews@birmingham.gov.uk**

If you want to comment on line or by phone you can:

- Complete an online survey at **www.birminghambeheard.org.uk**
- Email **budget.views@birmingham.gov.uk**
- SMS by texting '**Budget**' followed by a space and your message to **07786 200 403**

You can also write to **Budget Views, Room 221, Council House, Victoria Square, Birmingham B1 1BB.**

Unfortunately we will not be able to reply to individual communications, but please be assured that every comment will be looked at.

Please note that this document is intended to support the corporate consultation and the overall budget proposals. Detailed consultation with specific groups of service users is also taking place.

The immediate process for taking forward this white paper will be to carry out consultation with both employees, members of the public and other stakeholders as appropriate with reference to each proposal, to carry out appropriate equality impact assessment with reference to each proposal and then to make all of that information available to the Council's decision makers in order to ensure that they are fully informed of relevant concerns prior to decisions being made

Consultation will take place in the following stages :

- 1 Corporate Consultation and Equality Impact Assessment to assist with budget and resource allocation
- 2 Directorate Consultation and Equality Impact Assessment on the consequences of implementation of relevant proposals

Questions to consider

We want to talk to you about the way in which we face the financial challenge and provide services for the future. We want you to tell us what you think about our priorities and principles and our plans for change in the future.

The service reviews

- What do you think about our ideas for how things could be improved or run differently, for example:
 - o Greater efficiencies – what else can we do?
 - o Joining up services between different departments and agencies
 - o Using different providers for services
 - o Ways of preventing needs arising
 - o Focusing on places and people rather than separate service organisations

Our plans for the future

What do you think about the longer term plans for change set out in this paper?

- Which services are most important to you and your family?
- What do you think the council should entirely stop doing or funding?
- What do you think about the future role and direction of the council outlined in chapter 6?
- How can service users, local communities or the public be more involved in helping to run some services?
- Would you be interested in supporting our campaign for the changes outlined in chapter 6?
- Do you have proposals for different ways of delivering services or ways the community can make a greater contribution that you would personally want to take part in?

The savings proposals for 2014-15 (appendix 2)

- What are your most important concerns about the proposals?
- If these savings were not made, where would you make savings instead?
- Any other comments on the detailed proposals for 2014-15.

Setting the Council Tax for 2014-15

Please refer to the background information about the council tax in Chapter 5.

Questions to consider on the level of Council Tax in 2014-15:

- Should we freeze Council Tax at the same level as in 2013-14 or agree an increase for 2014-15?
- If you are in favour of an increase, should we limit this to an amount that would not require a referendum (probably less than 2%) or should we propose a larger increase to be voted on through a referendum?
- If you favour a referendum, what level of increase do you suggest?

Appendix 2: The budget proposals for 2014-15 in detail

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Adults Social Care				
<p>1. Changes to Specialist Care Services - Residential Care</p> <p>The first proposal is to revise staffing at the Council's four Care Centres in line with levels in the private sector.</p> <p>The second proposal is to redesign Learning Disability respite care and rationalise staffing levels in respite units. This proposal challenges internal provision, with a view to reshaping or commissioning any service that does not demonstrate better outcomes or unit costs than an external service would.</p>	(1.000)	(1.287)	(1.349)	(1.349)
<p>2. Changes in internal services - Older Adult Day Care & Elder Group</p> <p>There are currently over 70 vacancies in the Directorate's own day centres. The Adults Service Review identified the opportunity to improve the utilisation of internal day care facilities at the Council's 4 Care Centres and existing Day centres. Increasing the take up of these opportunities would strengthen internal provision and reduce expenditure on private sector day care.</p>	(0.263)	(0.360)	(0.384)	(0.384)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>3. Changes to internal services - Learning Disability Day Care</p> <p>There are currently over 50 vacancies in the Directorate's own day centres. The Adults Service Review identified the opportunity to improve the utilisation of Council-run day care facilities for people with Learning Disabilities.</p> <p>Investment is taking place to improve these facilities and increasing the take up of these opportunities would reduce expenditure on private sector day care.</p>	(1.248)	(1.498)	(1.597)	(1.597)
<p>4. Expansion of internal services - Shared Lives</p> <p>This proposal aims to further develop the programme for Birmingham residents by significantly expanding the number of Shared Lives Placements on offer. To achieve this saving an additional 179 Shared Lives placements would be created by 2016/17, achieving a net saving over a traditional care home placement.</p>	(1.163)	(2.954)	(4.739)	(4.739)
<p>5. Changes in internal services Home Care Enablement</p> <p>The proposal is to extend Enablement to existing service users receiving external home care provision so that their packages of care can be reduced by increasing their independence.</p>	(0.257)	(1.307)	(2.787)	(2.787)
<p>6. Enabling Specialist Care Services to operate outside the Council</p> <p>Specialist Care Services (SCS) is the internal provider of a wide range of services across all disability groups' i.e. older people, learning disabilities, physical disabilities and mental health, as well as other support services such as transport, funerals and protection of property and interpreting services.</p>	0.000	0.000	(2.500)	(2.500)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
The proposal, subject to further consultation and Cabinet decision, is to move the provision of these care services to a co-operative structure. This would not be wholly owned by the City Council but where there are a number of stakeholders including employees and potentially users and carers. There is a potential to achieve the trading surplus either by reducing costs or increasing income.				
<p>7. Further Reduction in Younger Adult Care packages</p> <p>To achieve 'best in class' performance and make the savings, service users receiving residential care and home care will be re-assessed and encouraged to take either a Shared Lives Placement, or a Direct Payment at a lower unit cost. Although our modelling has looked specifically at younger adults (aged 18-64 years) with a learning disability, the savings sought will be from all younger adult care groups.</p>	(3.792)	(6.758)	(15.464)	(15.464)
<p>8. Joint Adults and Children's approach to transitions</p> <p>The proposal is to establish a joint approach to transitions with Children, Young People & Families so that children's social care and adult social care work in a far more integrated way to ensure effective transition and earlier action to address unnecessarily costly care packages much sooner. We will also re-assess young people aged 18-25 years who have already moved into adult services.</p>	(1.000)	(2.000)	(3.000)	(3.000)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>9. Older Adults Integration Programme</p> <p>The proposal is to improve the care management of frail elderly people, across health and care. This will mean better planning for very frail people already in care homes, so that increasing needs at the end of life can be met in the care home, not by transfer to hospital. The Plan will pave the way for better multi agency working for people outside hospital. It will give older people and their families the confidence that they will be cared for appropriately, in their own home. It will also look at providing a more coordinated response to a whole range of events from falls, to strokes, to intermediate care and end of life.</p> <p>The savings will be achieved through efficiencies across the care economy. The programme is made up of a number of strands:</p> <ol style="list-style-type: none"> 1) Impact (multidisciplinary teams) 2) 7 Day Working 3) Combined access point 4) A&E front door 5) Enhanced Community Support / Intermediate Care 6) Discharge for assessment 	(5.630)	(5.198)	(5.037)	(5.037)
Total for review	(14.355)	(21.361)	(36.858)	(36.858)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Safeguarding, Supporting and Educating Young People				
<p>10. Outdoor Learning Service</p> <p>Public consultation will lead to an informed decision point for Cabinet in March 2014. The three options being presented for consultation are:</p> <p>A No change: accept deficit and fund from elsewhere.</p> <p>B Partial decommissioning - partially reduces revenue liabilities, but does not address capital spend requirements of £4m.</p> <p>C Complete decommissioning - eliminates revenue liabilities and capital spend requirements (repairs) and may deliver capital receipt (approximately £2.8m).</p>	(0.133)	(0.133)	(0.133)	(0.133)
<p>11. Schools Trading</p> <p>Direct Services/Cityserve: The changes impact mainly on Head Office structure, function and operations. There is limited impact on school based staff/service. The changes are proposed to reduce cost, improve income levels and put in place a sustainable model of operation ready for the future, both in terms competitive challenges and national changes. A new business model may need to be decided on in late 2014 (e.g. social enterprise, trust etc.).</p>	(0.867)	(1.867)	(1.867)	(1.867)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>12. Review of City Learning Centre Service</p> <p>The CLC is a fully traded service but had a deficit last year and is currently projecting a potential deficit in 2014/15. Options proposed are a) closing one centre, a reduction in staffing (due to the decline in the demand for Music Technology) and increased traded income-generation from schools or b) closure of both centres.</p>	(0.025)	(0.025)	(0.025)	(0.025)
<p>13. School and Governor Support</p> <p>SGS is a fully-traded service with schools. The proposed savings target will be achieved via efficiency savings and increased income-generation.</p>	(0.013)	(0.013)	(0.013)	(0.013)
<p>14. Remodelling of School Settings and Improvements Service</p> <p>The service will need to be further restructured to achieve the proposed savings. The savings target will necessitate further reductions in staff.</p>	(0.098)	(0.098)	(0.098)	(0.098)
<p>15. Early Years/Children's Centres</p> <p>In 2014/15 the Council will be undertaking a review of early years, early help and children's centres with a range of partners drawn from the voluntary sector and schools. The review is designed to ensure that there is transformation in this provision in 2015/16.</p>	(1.000)	(12.000)	(12.000)	(12.000)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>pending the outcome of the review as follows:</p> <ul style="list-style-type: none"> • Workforce Development – £200K will be saved by ending the Council’s support to developing early years practitioners to become graduate leaders and gain early years professional status following removal of DfE funding. • Sustainability – £250K will be saved by building in the Private, Voluntary and Independent (PVI) sector and refocusing of Council services around the duty to ensure 60% of all 2 year olds and all 3 and 4 year olds receive their 15 free hours entitlement to early education. • First Steps Networks – £250K will be saved from the re-commissioning of this service, which supports child-minders in each of the 16 children’s centre localities. • The corporate Place Budget and Family Support Budget - £300K will be saved following increased funding to develop places for 2 year olds. <p>The Council has identified that some £11m of its current spend on services provided by children’s centres could be charged to Dedicated Schools Grant (DSG) with the approval of the Schools Forum. The review of early education, early help, family support and Children’s Centres will identify to what extent this cost will be met from DSG in 2015/16 or reduced through the transformation of the service.</p>				
<p>16. Connexions</p> <p>There will be a reduction in staffing. This may lead to a reduction in targeted services in parts of the city or a reduced level of interaction with clients. Service outlets in some areas of the city may cease.</p>	(1.000)	(1.000)	(1.000)	(1.000)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>17. Strategic Management & Support</p> <p>The Green Paper describes the joint review of children's services, a whole city-wide review of the "system". The outcomes will inform the shape of strategic management and support and the review intends to report in time to influence partners' budgets and business plans for 2014/15, enabling more efficient and effective performance of these functions. This will also be affected by a review of the Professional Support Services and wider corporate reviews of support services</p>	(1.000)	(1.000)	(1.000)	(1.000)
<p>18. Education Welfare Service</p> <p>Proposed savings would mean a reduction in posts. The service receives £340k from Dedicated Schools Grant and this funding will be maximised to maintain core functions. The current priority is to work with service and key partners to review options for continuing work with schools, School Admission Team, and Family Support to ensure there is effective monitoring and support available to improve school attendance and work with troubled families.</p> <p>The priority would be to maintain the statutory Attendance Order process which deals with supporting children back into education and prosecuting those families who fail to ensure children attend school.</p> <p>The provision of services to schools currently provided through the lead Attendance Practitioner and learning and development service would cease. It is hoped that schools would be able to review how they commission this service in future.</p>	(0.687)	(0.687)	(0.687)	(0.687)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
There will be a review of the current regional contract providing a service to Gypsy Roma Traveller pupils, with a view to bringing this provision back within the EWS established team. The Pupil Watch scheme jointly delivered with West Midlands Police would cease. The current funding provision to the Youth Offending Service partnership would be reduced, in line with overall reduction in EWS budget. There would also be reductions in building costs associated with reduced service size.				
<p>19. Merge commissioning across A&C and CYPF</p> <p>The integration of the commissioning functions within the new Directorate for People will enable savings to be made from the more effective procurement of services through economies of scale and the application of more efficient tools and techniques. The balance of the saving would be realised by a reduction in the numbers of staff within the integrated function.</p>	(0.531)	(0.531)	(0.531)	(0.531)
<p>20. Budget Assumption on underspends and changes to General Fund/DSG</p> <p>The Council no longer has the ability to meet costs from its own resources that could be charged to the Dedicated Schools Grant (DSG) and is seeking to work with the Schools Forum and wider Education community to rebalance expenditure between the rate fund and DSG. The areas that are under discussion include:</p> <ul style="list-style-type: none"> • PFI costs • Chargeable overheads • Tripartite agreements which share the cost of meeting the needs of very vulnerable children between education, health and social care 	(8.000)	(8.000)	(8.000)	(8.000)
Total for review	(13.354)	(25.354)	(25.354)	(25.354)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Developing a Successful and Inclusive Economy				
<p>21. Make the Smarter Choices function self-funding</p> <p>In the future the team will increasingly provide 'contracted' services drawing on their expertise in safe and sustainable travel promotion, to contribute to the delivery of grant-funded projects and the sustainable travel obligations of schools and businesses. This will generate an income for the team.</p>	(0.150)	(0.300)	(0.400)	(0.400)
<p>22. Make Digital Birmingham self-funding</p> <p>Digital Birmingham is 65% self-financed through undertaking national and European projects and aims to move to be fully self-funded in 2017/18. Within these timescales the most likely source of income will initially be grant funding from national and European sources and in order to achieve this we will need to establish a programme of bid writing and consortium building activities.</p> <p>A second source of income is commercial ventures emerging from existing projects (Digital Logbook, DISCOVER eLearning for carers). These will be evaluated for suitability and pursued where appropriate.</p> <p>Failing to generate the required income will lead to redundancies. As the service is currently operating at full capacity, this would directly lead to some activities being stopped altogether.</p>	(0.015)	(0.170)	(0.220)	(0.270)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>23. Increase cost recovery, and increase programme delivery to support economic growth</p> <p>The Directorate is responsible for managing a number of local, national and regional programmes which bring investment and resources into Birmingham. These programmes currently total over £100m, and in future years are estimated to be worth over £500m. They include resources and funding streams such as Growing Places Fund, Local Growth Fund, Enterprise Zone Fund, Green Bridge and various Transport Project funds.</p> <p>The proposal is that the Council re-charges costs for the programmes being delivered and also uses council infrastructure and teams to provide services, funded by the new sources described above.</p> <p>This will mean that the cost of some Council services will be completely covered by outside revenue, and others will be able to increase the balance between outside income and council spend. It will also mean the Council is able to support the delivery of activity - potentially including inward investment services, regeneration and economic development - for a wider area.</p>	(0.090)	(6.266)	(6.266)	(6.266)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>24. Reduce the cost of the Climate Change & Environment Team</p> <p>The service aims to increase revenue to the team, increase the amount of money got back through re-charging and reduce the number of people in the team funded by the Council.</p> <ul style="list-style-type: none"> • We will increase European grant income from existing projects and submit bids for new priority projects drawn from the Green Commission Roadmap (published on 25 November) • We will set up a "sponsor" programme for the Green Commission to secure finance for the work of the team in developing and supporting the work of the Green Commission • Remove one post (BEP Partnership Manager, grade 6) • Seek, amongst other possibilities, ECO (Energy Company Obligation) finance for work on behavioural change and energy efficiency • Secure a percentage of Council corporate energy savings to support on-going energy costs reduction measures 	(0.200)	(0.400)	(0.400)	(0.400)
<p>25. Bring together teams within the City Council and reduce the management overhead/back office cost of service delivery</p> <p>It is proposed to bring together a number of different service areas, and in doing so reduce the overall cost to deliver services through reduced staff costs and overheads. This will focus on, in particular;</p> <ul style="list-style-type: none"> - Having a single team to oversee both highways and transport issues - Integrating teams more closely around property, commercial income, projects and regeneration <p>At the same time the Development & Culture Directorate will reduce its overall back office support costs.</p>	(0.450)	(0.470)	(0.490)	(0.490)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>26. Planning Management Efficiencies</p> <p>We propose to make savings by doing things more efficiently (whilst maintaining our performance above the national targets) including:</p> <ol style="list-style-type: none"> 1) Combining the planning strategy and planning support functions into one team. This will help us work together more effectively with all city wide planning services in one area. It is expected that savings will then be achieved with limited impact on services. This will be a formal service redesign and appropriate consultation will need to take place. This consultation cannot start until we know the structure of the new Economy Directorate, expected around February 2014. Consultation, review and implementation will take place in 2014/15 but is unlikely that savings will be made until 2015/16. 2) Renegotiating of the planning press contract via the council's Corporate Procurement team. Advertising for certain planning applications is a legal requirement however it is anticipated that this could be met more cheaply through a new contract. 3) Charging for pre-application advice on major planning applications. Currently the pre-application advice service is free. <p>This will be managed as one process with saving 75.</p>	(0.055)	(0.155)	(0.155)	(0.155)
<p>27. Reduce the Council's energy bill</p> <p>The Council will put in place significantly tighter management of its energy bill and carbon liabilities. Currently there's not a single "Energy Manager" to deliver energy efficiency measures across all buildings and operations.</p> <p>Key actions being implemented to address this include:</p> <ul style="list-style-type: none"> • Create and designate a new role of "Council Energy Manager" to lead energy efficiency and carbon reduction measures 	(0.200)	(0.400)	(0.600)	(0.800)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<ul style="list-style-type: none"> • Procure and implement Energy Performance (EPC) Guarantee contracting on all Council buildings through the Birmingham Energy Savers programme with Carillion Energy Services. The initial estimates of this work are now available and provide revised energy bill savings figures as shown above. These figures will be finalised in the first quarter of 2014 when the EPCs are signed • Review opportunities for further reductions on public lighting which are not included in the Highways PFI (Private Finance Initiative) • Review the Council's total vehicle fleet through the Green Fleet • Review to secure efficiencies in vehicle usage and fuel usage 				
<p>28. Implement a new events strategy, and negotiate a new agreement with Marketing Birmingham</p> <p>The Council will re-negotiate its agreement with Marketing Birmingham from April 2014, so that resources are focused on the areas of greatest priority for the Council:</p> <ul style="list-style-type: none"> - Attracting inward investment and creating jobs (as the top priority for the organisation) - Working with the private sector to help attract visitors to Birmingham - Acting as the strategic marketing agency for the city, and working with different partners to promote Birmingham - Managing and delivering the city's "Business Hub" as a point of contact for businesses <p>The Council will also support Marketing Birmingham in delivering services over a wider geographic area, so that they can increase their income from other sources which will help the organisation to provide better value for money and to be more sustainable.</p>	(0.100)	(1.000)	(1.600)	(1.600)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>At the same time, the Council will rationalise its support of events, by reducing the number of different departments involved and streamlining the process to ensure what resource is available is used as effectively as possible.</p> <p>The Council will look to the private sector to increase its contribution to Marketing Birmingham, and the support provided to events, particularly in attracting larger events that get visitors to stay overnight in Birmingham. This approach will be phased in over the next three years to make sure current contractual commitments can be met and a new strategy for the visitor economy agreed.</p>				
<p>29. Employment Team: increase funding to support employment and skills functions</p> <p>The service proposes to generate income to cover its costs by:</p> <ul style="list-style-type: none"> - Extending existing and future contracts to cover core costs of service delivery. - Working in partnership with regional bodies to act as the accountable body to manage government and European funded projects <p>The service will also support the development of new ways to secure private sector contributions to Jobs & Skills activity through voluntary contributions and potential links to major developments in the city. These new sources of revenue could fund employment activity, or could also be used to support wider development priorities of the City.</p>	(0.550)	(0.550)	(0.550)	(0.550)
<p>30. Integrated Transport Authority (ITA) Review</p> <p>Our proposal is to reduce the amount of money the City Council gives to the ITA. As a result the ITA may decide to seek savings on the by reduced level of service in some, or all, of the following areas:</p>	(2.600)	(5.400)	(5.400)	(5.400)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<ul style="list-style-type: none"> Operational costs - day to day management and operational staffing costs within Centro Ring and Ride - a dedicated door to door service for people who find it difficult to use main stream passenger services Child concessionary fares - half fare provision for young adults 16-18 in full time education Rail concessions - extension of the English National Bus Concessionary Scheme to Rail Metro concessions - extension of the English National Bus Concessionary Scheme to Metro Bus tenders - Subsidy to bus services that cannot run on a commercial basis Bus stations, shelters and stop maintenance - day to day maintenance works <p>The extent of the savings in each of these areas will be determined following consultation and subsequent discussion, and will be for the ITA to decide.</p>				
<p>31. More closely align functions with partners in the public and private sectors from across the city region.</p> <p>The proposal is to begin to align a number of these service areas so that the region benefits from more coordinated delivery of economic services, whilst the individual local authorities are able to reduce the cost of service by a reduction in overheads.</p> <p>The proposal is to focus first on shared transport, inward investment, planning and economic development activity. This should then provide a foundation through which much greater activity could become shared at a city region level.</p> <p>The proposal is to talk to local authorities and partners both within the Greater Birmingham & Solihull Local Enterprise Partnership and in the Black Country – with solutions developed around the best-fit for the needs of individual service areas.</p>	(0.050)	(0.150)	(0.300)	(0.300)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>32. Transfer the Old REP to another operator</p> <p>It is proposed to enter a procurement process to find an alternative operator to improve and develop the programme at the Old Rep, and it is likely that this could be achieved at a lower cost to the Council than the current in-house model. A third party could bring additional resources of its own to enhance the programme and make better use of the asset. It is anticipated that the council will sub-let to an appropriate third party and permission for this is being sought via the owners.</p>	(0.020)	(0.020)	(0.020)	(0.020)
<p>33. Establish an Energy Services Company</p> <p>An Energy Services Company would have the ability to make money, eventually generating a profit. It would use the Council's ability to buy energy at wholesale prices and then sell energy on. This proposal is reliant on creating new income and there are initial costs to implementation which are not yet fully modelled.</p> <ul style="list-style-type: none"> • This will create a new ESCo for Birmingham • It will utilise the assets of the council to generate energy (solar, bioenergy, energy from waste, ground source, etc.) from its land and buildings and utilise the potential of generating waste from energy when the current Veolia contract at Tyseley ends (2019) • We would work with Core Cities to secure the necessary energy generator and retailer powers for the Council 	0.000	(0.100)	(0.500)	(0.750)
<p>34. Off Street Parking</p> <p>The use of technology including greater web-based permits, further pay-by-phone use, infrastructure changes will continue to be enhanced to reduce administration costs. In addition, there will be a review of off-street parking charges to increase income generated by existing facilities after taking into account economic, market and business considerations.</p>	(0.500)	(0.500)	(0.500)	(0.500)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>35. Highways Maintenance and Management PFI Contract</p> <p>A renegotiation of the Amey contract which may result in a permanent reduction in investment and maintenance across highway assets. This savings proposal is in addition to savings of £5.3m that have already been agreed in previous years.</p> <p>There are on-going discussions with the Department of Transport to minimise any service and financial risks to the City Council.</p>	(1.000)	(1.000)	(1.000)	(1.000)
Total for review	(5.980)	(16.881)	(18.401)	(18.901)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Developing Successful and Inclusive Communities				
<p>36. Homeless Services - Increased Income Generation</p> <p>The first proposal is to revise staffing at the Council's four Care Centres in line with levels in the private sector.</p> <p>The second proposal is to redesign Learning Disability respite care and rationalise staffing levels in respite units. This proposal challenges internal provision, with a view to reshaping or commissioning any service that does not demonstrate better outcomes or unit costs than an external service would.</p>	(0.100)	(0.100)	(0.100)	(0.100)
<p>37. Supporting People - integrated commissioning</p> <p>The Adults & Communities Directorate has identified opportunities to release resources through closer working between Supporting People, Public Health, and Commissioning services from the Third Sector.</p> <p>This proposal relates specifically to the re-commissioning of Substance Misuse contracts. Future support for people with substance misuse will be delivered through an integrated pathway with public health treatment and recovery services. There will no longer be a standalone service for substance misuse housing support. Housing support for related issues, such as homelessness, will be available whilst service users are receiving or following treatment for substance misuse.</p>	(0.500)	(1.100)	(1.100)	(1.100)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>38. Supporting People - non-core services</p> <p>This proposal is to stop funding non-core services within Supporting People.</p> <p>The funding concerned relates to a housing support service, which forms part of the lettings suite activity to support new tenants of council housing. It is a short term intensive housing management activity to ensure tenancy sustainment. This work should therefore be regarded as mainstream activity and funded as such by the landlord.</p>	(0.450)	(0.450)	(0.450)	(0.450)
<p>39. Healthwatch - Reduce grant by 35%</p> <p>The proposal is to encourage Healthwatch to consider how to generate income so that over the next two years it requires less Council funding. The reduction proposed is 35%.</p>	(0.223)	(0.223)	(0.223)	(0.223)
<p>40. Homeless Services - (Staffing)</p> <p>Review staffing structures of Homeless Services following policy and procedural review.</p> <p>The service is currently undertaking a review of policies and procedures in relation to housing advice and assessing housing needs. Following this a further review of staffing levels will be possible and it is anticipated that some savings will be achievable from 2015/16 onwards.</p>	0.000	(0.150)	(0.150)	(0.150)
<p>41. Supporting People - Older people</p> <p>This proposal is to cease funding for housing support services for Older People in sheltered/extra care schemes.</p> <p>The first phase of savings for 2014/15 involves the immediate removal of Supporting People (SP) funding for internal services provided to sheltered and extra care schemes. From Quarter 4 of 2014/15 onwards the savings anticipate that all SP funding for externally commissioned services (sheltered and extra care schemes) will be removed.</p>	(2.800)	(5.600)	(5.600)	(5.600)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>42. Public Health – Commissioning</p> <p>This proposal relates to the falling out of non-recurring contract costs and liabilities that were brought forward from the NHS with the Public Health transfer and costs associated with re-commissioning.</p>	0.000	(1.250)	(2.500)	(2.500)
<p>43. Public Health – Decommissioning</p> <p>This saving is comprised of seven separate proposals:</p> <ul style="list-style-type: none"> • De-commissioning of some sexual health services relating to teenage pregnancy and sexual dysfunction. • Support to a small number of schools regarding teenage pregnancy will be ceased. This is because the teenage pregnancy rate has dropped across the city to the national average and the new sexual health system will be asked to work in areas of very high rates which may change over time • Support to the Connexions service will be discontinued. This was aimed at deterring young people Not in Employment, Education or Training (NEET) from becoming pregnant. • Support for those with sexual dysfunction due to psycho-social problems will be ceased. This is because this is not the responsibility of the local authority • There is a requirement for greater efficiency in how we contract with school nursing. We believe that these are management savings and should not affect service delivery to Birmingham schools. • It is proposed that we will discontinue support for two community projects, namely Castle Vale and Saltley/Alum Rock. Whilst this will affect those communities, support is not provided for other communities from the Public Health allocation. We would phase these savings as we are aware of the impact of previous cuts on these organisations. 	0.000	(4.031)	(8.061)	(8.061)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<ul style="list-style-type: none"> It is proposed that we will stop funding initiatives around pregnancy support. The rationale is that these should be supported through the Health Visitor expansion, a responsibility of NHS England. It is not the responsibility of the local authority. The cessation of these services will affect the most disadvantaged communities. Those communities will see the benefit of increased Health Visitors. There is a requirement for greater efficiency in the councils' contracts with the Voluntary Sector Council. We believe that these can be achieved by streamlining relevant contracts. Substance Misuse and Sexual Health services are being re-commissioned. We believe that this process will release £6m. It is proposed to reduce some of the specialist adult 'face to face' obesity interventions. This should be the responsibility of NHS England. Specialist obesity services are part of the NICE approved pathway for adults with severe obesity. 				
<p>44. Library of Birmingham (including Mobile and Housebound Service)</p> <p>The saving of £1.65m in 2014-15 will be met in part from:-</p> <ul style="list-style-type: none"> Reducing the Mobile Library Service by one third of current stops (£40,000) Reducing the Library Service at Home by one fifth of visits (£60,000) affecting 400 people Further reducing expenditure on the Book Fund (£50,000) Ceasing to provide events and exhibitions where these involve a net cost to the Council (£150,000) <p>The Library of Birmingham Development Trust was set up to provide funds to support the LoB. Achieving the £1.35m balance of savings may require a combination of the Trust making a contribution to support the LoB, and further changes to the Library's operating arrangements. It will be necessary to keep progress under review and consider contingency</p>	(1.650)	(1.650)	(1.650)	(1.650)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>plans, including reducing the opening hours or further reducing the services provided.</p> <p>The building has only recently opened and some core costs are as yet untested. In future years, the running costs of the LoB will be more certain. These may provide options for savings without affecting service delivery to the public, but conversely may create additional pressures, and this will be kept under review. A review of future fundraising potential and actual expenditure based on performance in the first year of operation will inform future business planning.</p>				
<p>45. District Savings</p> <p>District Committees will review their service provision to identify future service savings. This will be a matter for determination by the 10 District Committees.</p> <p>Districts will need to take into account the principles and priorities set out in the Developing Successful and Inclusive Communities Green Paper. General principles for all services include:</p> <ul style="list-style-type: none"> • Improving community life, building social capital and improving wellbeing and community engagement • Bringing about joined up services, better targeting of services and prevention 	(5.700)	(8.500)	(8.500)	(8.500)
<p>46. Allotments Service</p> <p>It is proposed that savings of £0.1m are made (a combination of reduction in expenditure on employees and a planned increase in charges). The current service will continue to be provided at a subsidy in 2014/15 and it is proposed that this subsidy will be gradually reduced over the next three years until 2016/17 to ensure that this service is self-financing.</p> <p>The grounds maintenance and repairs will continue to be provided by the Council but some of the administration functions will be transferred to Birmingham and District Allotments Confederation (BDAC)</p>	(0.102)	(0.116)	(0.121)	(0.121)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>47. Parks, rangers and woodland team</p> <p>Various options are being proposed:</p> <p>Remove the Park Keepers posts. There are 32 Park Keepers.</p> <p>Ornamental Grass cutting areas are cut 26 times per year the proposal will reduce this to 12. This will reduce the standard of all ornamental sites.</p> <p>Increasing meadows would reduce grass cutting from 12 times per year to once and in some case no cutting. Meadows could increase the opportunities for wildlife if managed correctly.</p> <p>Review the provision of play areas and reduce inspection costs.</p> <p>Further reduction in the Ranger Service. The service was reduced in 2010 from operating out of 13 sites to 6. They are responsible for environmental management, local nature reserves and ensuring we comply with the many Countryside Acts and they also promote volunteering.</p> <p>The removal of the Woodland Team.</p> <p>Total for review</p>	(2.600)	(2.600)	(2.600)	(2.600)
	(14.125)	(25.770)	(31.055)	(31.055)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Safe, Green and Clean Neighbourhoods				
<p>48. Bulky Waste Charges</p> <p>It is proposed to extend the current policy for bulky waste collection charging to include the first collection requested by customers. This means that all bulky collections will be chargeable (residents have the option of personally disposing at the household recycling centres located throughout the City)</p>	(1.000)	(1.000)	(1.000)	(1.000)
<p>49. Use of Enforcement Powers</p> <p>The service is proposing the development of an anti-litter strategy that will support the service's efforts to keep the city clean, the use of relevant enforcement powers, together with education and working alongside local communities and businesses will be seen as key component of this strategy. Education and co-operation will always be the first choice of action, as outlined in the Green Paper – Safe, Clean and Green.</p> <p>Recent national legislation extended the powers of Local Authorities to enforce various matters which relate to the cleanliness of the local environment, the powers that are being considered by Fleet and Waste Management are those available to the Council as a principal litter authority and a Waste Collection and Disposal Authority.</p>	(0.300)	(0.300)	(0.300)	(0.300)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>50. Street Cleansing Service Standards and Awareness Programmes</p> <p>The service is proposing to consider the adoption of a citywide reduction in current service standards. This will take into account the different needs of different areas, for example business districts and residential areas. The proposal represents a twenty percent reduction in service standards.</p> <p>These savings proposals will be implemented in conjunction with the increased use of enforcement powers.</p> <p>Promotion and development of awareness initiatives to reduce the level of refuse generated and to improve recycling (will reduce the costs of disposal and represents a 1% improvement per annum).</p> <p>The Wheeled Bin Programme that is being implemented includes plans for promotion of recycling, reducing landfill and introduction of an incentive scheme to promote better disposal of waste. These savings have already been captured in the business plan for the new service, as part of the waste disposal budget. The proposed savings shown here are additional to those savings and will be very challenging to achieve from a budget where the majority of the spend is contractually committed.</p>	(3.000)	(3.100)	(3.200)	(3.200)
<p>51. Pest Control Services</p> <p>In line with the Service Review Green Paper, the options being considered include the potential external commissioning of the service (given a well-developed external market) or delivering this on a self-financing basis by utilising competitive/market charges to recover all costs. This may include a reorganisation and restructure of the service.</p> <p>The introduction of a competitive charge for the service (£20) is being considered and this will ensure that the service can be delivered on a self-financing basis and secure the savings.</p>	(0.300)	(0.600)	(0.600)	(0.600)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>52. Community Safety</p> <p>Reorganise and integrate services across the Council and encourage more individual, business and community responsibility. This will include the transfer of some responsibilities to other parts of the Council (particularly the Council Landlord service) where services are specifically provided for tenants.</p> <p>A review of the public open space CCTV network is also being completed and this is likely to result in savings of at least £0.3m.</p>	(1.000)	(1.000)	(1.000)	(1.000)
<p>53. District Engineering Services</p> <p>See saving 45 above.</p>	(0.150)	(0.150)	(0.150)	(0.150)
<p>54. Highways - Street Lighting</p> <p>This savings proposal is to identify locations where further opportunities exist to reduce the level of lighting (dimming) and to increase the number of hours for which these reduced lighting levels would operate.</p> <p>By reducing lighting levels further and for longer periods of the night it is estimated that an additional five percent, (approximately £0.250m) per year could be saved.</p> <p>The implementation of these reduced levels of lighting would only occur after an assessment to determine suitability of streets prior to implementation. A number of other local authorities across England have already implemented proposals of a similar nature.</p>	(0.250)	(0.250)	(0.250)	(0.250)
Total for review	(6.000)	(6.400)	(6.500)	(6.500)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
Support Services				
55. Potential general organisational savings Restructure of the senior management team to support the new Directorate structure.	(0.200)	(0.200)	(0.200)	(0.200)
56. Business & Support Services in Local Services Directorate An internal reorganisation of the service and the integration of all these functions. This will also include savings in operational costs including accommodation and day to day expenses.	(0.500)	(0.500)	(0.500)	(0.500)
57. Human Resources We are going to review our processes and practises and make sure that they are efficient, effective and good value for money. We will be supporting managers so that they are able to confidently take on full line management responsibility for their employees. We will ensure that the information and support we provide on the council's "People Solutions" intranet and on the telephone is the best in the class and reduce the number of occasions managers need support. The first line response is improved so that managers can deal with more situations themselves directly without needing face to face support with human resources.	(2.200)	(2.200)	(2.200)	(2.200)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>58. Corporate Procurement</p> <p>CPS is currently considering its future operating model, to focus around processes: Commissioning, Procurement/Contracting and Contract Management.</p> <p>This model, if adopted, will complement the Council's move towards Commissioning and Contract Management Centres of Excellence.</p> <p>The required savings will be achieved through generating additional income.</p>	(0.200)	(0.200)	(0.200)	(0.200)
<p>59. Corporate Strategy</p> <p>Cross Division</p> <ul style="list-style-type: none"> - Reduction in senior staff (£0.110m) <p>Corporate Communications</p> <ul style="list-style-type: none"> - Review of management arrangements, changing internal staff magazine to digital only and a review of the contract for the Birmingham Bulletin (£0.131m) <p>Support to Leadership and Cabinet</p> <ul style="list-style-type: none"> - Implementation of staffing reductions which have already been planned (£0.054m) - Implementation of reduction in support to Chief Executive and Strategic Directors which have also already been planned (£0.120m) <p>Strategic Research</p> <ul style="list-style-type: none"> - Reduced costs of twenty percent as part of an overall integration of research and data work across the council (£0.085m). 	(0.500)	(0.500)	(0.500)	(0.500)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>60. Corporate Finance and Audit</p> <ul style="list-style-type: none"> • Service Redesign in Birmingham Audit to significantly reduce the number of audit days delivered in mainstream audits of financial systems and business and operational audit, application fraud, and higher percentages in areas considered less critical including compliance visits, efficiency reviews and follow up audits. • Substantial ongoing savings from the over delivery of savings from VRs in 2013/14 in Corporate Finance & Audit. • Continue to maximise charges for relevant activities to the appropriate funding streams including project funding. • Corporate Finance & Audit will seek further VRs to meet targets. 	(1.100)	(1.100)	(1.100)	(1.100)
<p>61. Legal & Democratic Services</p> <p>Democratic Services was fully reviewed in 2012 and adjustments made to staffing in order to achieve maximum savings. The current level of staffing has been reduced further in 2013. Additional Allowances are under Review by the Independent Review Panel.</p> <p>Electoral Services: This service is provided in support of the Chief Executive acting as Returning Officer. The Chief Executive has agreed the current staffing of 23 which has been reviewed by the Head of Electoral Services.</p> <p>However a further independent Review is in progress and the results will be reported in due course. If any reduction in the current number of staff is considered appropriate then VR will be offered.</p>	(0.900)	(0.900)	(0.900)	(0.900)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>Legal services: Cost reduction to the council has taken place year on year since 2009.</p> <p>We will continue to proactively manage internal demand (making frontline directorates and back office functions use less Legal Services advice/time) where this is possible, and continue to reduce the use of expensive external solicitors and external counsel via creation of internal advocacy units and/or similar solutions. No legal work is undertaken unless authorised by a senior officer in the relevant Directorate and a cost code provided.</p> <p>Service demand is monitored quarterly and staffing is adjusted up or down according to changes in demand. We will continue to build on external work opportunities, ensure the best charging mechanisms are in place.</p>				
<p>62. Performance & Information</p> <p>Review all services to achieve a reduced headcount that should provide only essential functions – this would result in a further restructure of the service to with the need to ensure</p> <ul style="list-style-type: none"> the quality and robustness of performance results is assured, and that External Audit/inspectors do not criticise the Council on inadequate Performance Management arrangements the risk of fines for failures in data protection practice plus other regulatory action is avoided Value for Money is achieved for BCC from the Service Birmingham contract 	(0.300)	(0.300)	(0.300)	(0.300)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>63. Shared Services</p> <ul style="list-style-type: none"> • Employees - reduction in paper transaction processing through more efficient use of the technology we have already • Suppliers – introduction of a Supplier Portal enabling suppliers to submit invoices electronically and view the status of their payment • Postal, courier, scanning and indexing services to one more suitable and lower cost premises in the City • Redesign of services as transaction volumes decline 	(1.000)	(1.000)	(1.000)	(1.000)
<p>64. Property Services</p> <p>A reduction of 15 posts and the merger of two service areas. We propose to stop interim management of surplus property that isn't marked for immediate sale or alternative use. We will also stop doing technical surveys and associated functions, including boundary disputes.</p> <p>In addition, a series of challenging efficiencies, service redesign and increased focus on priorities has been designed to deliver a range of financial improvements to contribute to the savings target.</p>	(2.600)	(2.600)	(2.600)	(2.600)
<p>65. Equalities</p> <p>The Council is further reviewing the current delivery of the Equalities, Social Cohesion and Community Safety functions and is proposing to establish an integrated team to ensure that all the Council's responsibilities are delivered in an integrated, efficient and cost effective manner. A new Team will be established following consultation with staff in line with the City Council's normal HR procedures and Regulations.</p>	(0.600)	(0.600)	(0.600)	(0.600)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>66. Revenues & Benefits</p> <p>Efficiency savings on post/scanning and printing through channel shift (Revenues and Benefits). Employee savings on Income maximisation Units and Revenues client. Efficiencies from one off and ongoing efficiencies within the benefit subsidy areas of Regulation 13 and overpayments recovery.</p>	(2.500)	(2.500)	(2.500)	(2.500)
<p>67. Service Birmingham</p> <p>A full and detailed contract review is underway with the Strategic Partner, Service Birmingham.</p> <p>As a result of the 2013/14 proposed savings and efficiencies across the council, for example the number of users, the variable costs within the contract will reduce.</p> <p>BCC and Service Birmingham will work together to identify efficiencies in operations and new ways of working that will drive out further savings either through reductions in the amount of ICT work, changes to the way in which it is delivered, changes in the level of service quality delivered, new ways of smarter working as a result of emerging and developing ICT solutions.</p> <p>Service demand is monitored closely and will continue to be a method by which the contract amount is minimised.</p>	(20.000)	(20.000)	(20.000)	(20.000)
Review total	(32.600)	(32.600)	(32.600)	(32.600)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
A Well Managed and Resilient City				
<p>68. Coroner and Mortuary Services</p> <p>The proposals include greater integrated working across other Bereavement Services to provide better services and all operational costs will be reviewed to minimise these wherever possible.</p>	(0.091)	(0.182)	(0.277)	(0.277)
<p>69. Registrar Services (Births, Marriages, Deaths)</p> <p>The current service already covers almost 75% of the total costs. The proposals from the Service Review Green Paper focused on maximising income generating opportunities so that the service could be provided on a self-financing basis as far as possible, after taking due consideration of statutory and market factors .</p> <p>The key proposals for income generation include the provision of a chargeable historical information service, the letting of rooms and live streaming of ceremonies. In addition, all operational costs will be reviewed to secure efficiencies.</p> <p>A further option that is being considered is that the Sutton Coldfield outstation is transferred to the Central Register Office. The proposals will provide a significant step towards the full recovery of costs.</p>	(0.138)	(0.276)	(0.418)	(0.418)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>70. Licensing Service</p> <p>The Service Review Green Paper has indicated that the service should continue to promote the use modern technology to reduce costs and to ensure that the service is self-financing.</p> <p>In addition, a review of current assets (vehicle and buildings) will be completed to reduce operational costs and to relocate to more appropriate affordable cost premises.</p> <p>Another option that is being considered is to evaluate whether the service should be partly or wholly delivered by an outsourced company or whether it should remain as a Council service.</p> <p>All these proposals are intended to ensure that the service is provided on a self-financing basis in the future and in compliance with statutory requirements.</p>	(0.123)	(0.245)	(0.245)	(0.245)
<p>71. Traffic Management</p> <p>Implement a review of the team and streamline processes and procedures whilst keeping within the statutory framework and governing legislation. This may include alternative methods of communication e.g. mobile technology.</p>	(0.025)	(0.025)	(0.025)	(0.025)
<p>72. Trading Standards</p> <p>This proposal will require a further reorganisation of the service and a reduction in the number of officers that will be able to support and enforce the regulations.</p>	(0.120)	(0.242)	(0.242)	(0.242)

Proposed saving	Total proposed net saving to council £m			
	2014/15	2015/16	2016/17	2017/18
<p>73. Environmental Health</p> <p>A further reorganisation with impacts on staff numbers. There are likely to be impacts on services and these will be minimised to protect the statutory obligations of the Council and to ensure that these continue to be effectively discharged.</p>	(0.170)	(0.342)	(0.342)	(0.342)
<p>74. Resilience (Emergency Planning/CCTV)</p> <p>The Emergency Planning Team will be reorganised and fully integrated with other services – this will help to improve the resilience across the City. The CCTV monitoring and management service will be reviewed to identify further efficiency savings that may include a review of charges for the current schools key holding service. The proposals will ensure that the City Council can continue to discharge its statutory obligations.</p>	(0.048)	(0.096)	(0.146)	(0.146)
<p>75. Planning Management Efficiencies</p> <p>Making better use of assets and technology within the planning service, including better asset management, use of pool cars, mobile technology to reduce overheads, closer control of printing costs, and reduction in storage costs. This will be managed as one process with saving 26.</p>	(0.105)	(0.105)	(0.105)	(0.105)
Review total	(0.820)	(1.513)	(1.800)	(1.800)
Overall total	(87.234)	(129.879)	(152.568)	(153.068)

