

Corporate Resources Vision

The Corporate Resources Directorate was formed in November 2010 as a result of the Chief Executive's review of the corporate centre. It includes corporate functions that previously sat in either the former Resources or Chief Executive's Directorates.

The Directorate's mission is **“delivering a better future for Birmingham people through a transformed City Council”**.

Our objective is to ensure that the Council delivers for Birmingham people in the most cost-effective ways possible.

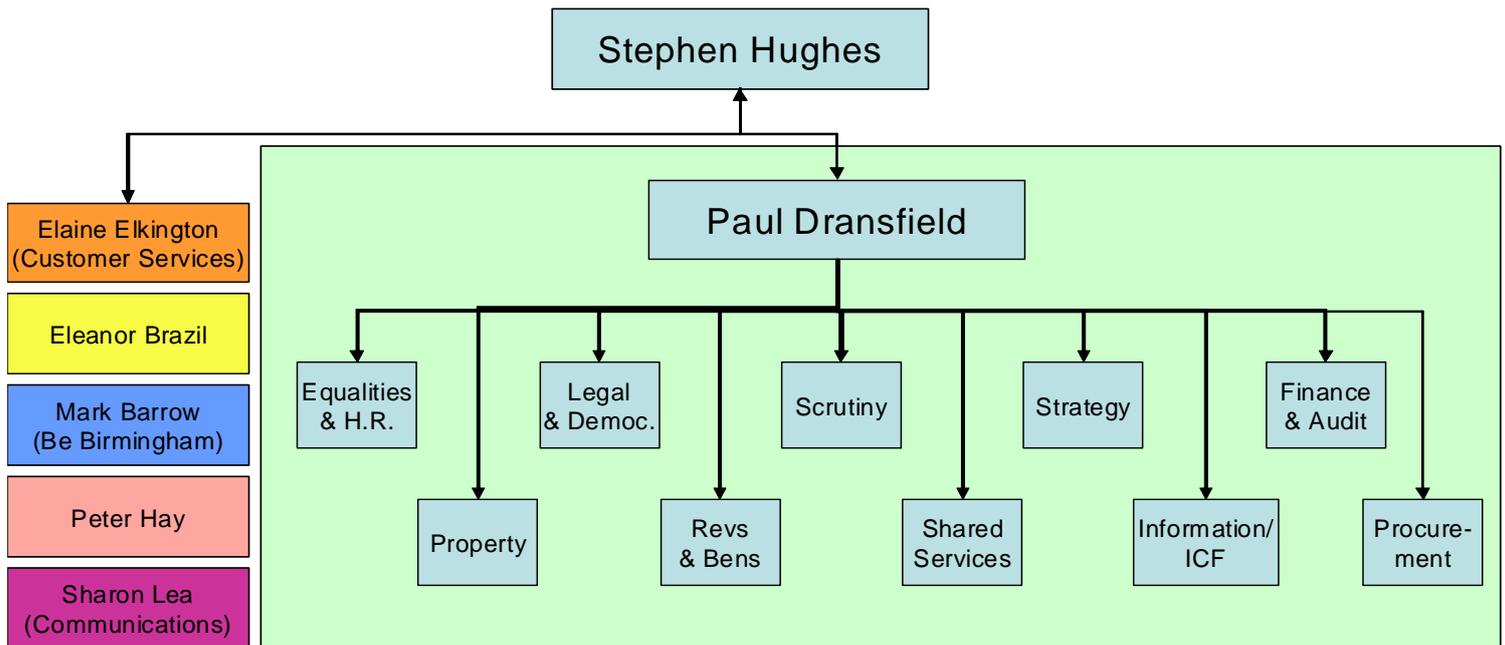
Our activities include front-line delivery around Revenues & Benefits, key support functions such as Finance, Strategy and Legal Services, and critical transactional services such as payroll and HR.

We focus on the key priorities of the Council, including supporting improvements in safeguarding children. We will lead the transformation of BCC into an “enabling and empowering” commissioning organisation, building the Big Society approach in Birmingham. We will support BCC staff by building a “Bridge” into new employment opportunities in the private and not for profit sectors. We are enabling key physical improvement projects such as the Gateway (New Street Station) Project.

In its first year, Corporate Resources will focus on three areas (described in more detail below):

- 1. A better focused strategic centre**
- 2. A new relationship with strategic directorates**
- 3. Improved decision making and efficiency**

The diagram below illustrates the future structure of the Directorate. Some corporate functions have been transferred to operational Strategic Directors (on the left hand side of the diagram), whilst the Strategic Director of Corporate Resources areas of responsibility are shown on the right hand side of the diagram.



1. A better focused strategic centre

The new Corporate Resources Directorate will have a leading role in driving the Council's direction, supporting decision making, implementation of decisions, managing external relationships and providing effective business intelligence. It will support the implementation of BCC's "future council" model through the Leader's seven principles, commissioning and strategic intelligence. It will also ensure delivery of Business Transformation benefits.

All Corporate Resources teams will contribute to the Council's strategic capacity and direction. Many of the constituent teams' functions will continue as at present, although they will deliver together in new and better ways (see below).

Some functions will change to take advantage of the wider range of skills and synergies available in the new strategic directorate. Finance will lead on all business planning, including translating strategic priorities into robust business plans across the council. This will support the full delivery of the council's savings requirements for the next three years.

The strengthened Performance & Information team will take forward the council's performance management framework ensuring that these plans are delivered in practice. Working much more closely together, Legal and HR/Equalities will ensure that our cost reductions are managed appropriately with full regard to our legal, equalities and employment responsibilities.

The improved strategic focus will be brought together by Corporate Strategy division which will have lead responsibility for:

- Strategic leadership: delivering enhanced and more cost-effective support to elected members including cabinet and scrutiny and to senior officers
- Strategic policy: driving Birmingham's strategic direction
- Strategic intelligence: supporting effective strategic decision making and strategic commissioning for the council and partners through existing project teams such as the Customer Knowledge function.

The initial Business Transformation programmes are now almost all in business as usual benefits realisation stage, the council will continue to change and transform to respond to the financial situation and Birmingham people's needs. The new corporate strategy team will be responsible for analysing the strategic environment, developing appropriate strategic policy and supporting strategic leadership by EMT. Business Change support will be led by the Performance and Information team.

2. A new relationship with strategic directorates

Corporate Resources will implement a radical change in how the constituent teams work with other strategic directorates (SDs). Instead of sometimes disconnected and confusing advice from several disjointed professional silos, CR Directorate will provide integrated, responsive and streamlined professional support to strategic directorates – “a single comprehensive response on each business issue”.

There will be a single “lead contact” for each Strategic Director, responsible for developing an integrated and effective response to each business issue requiring Corporate Resources expertise, and planning the corporate support for their Directorate through the year.

The Corporate Resources Directorate will push down the centre's overhead costs and will enable strategic directorates strongly to influence this by differentiating the minimum and ‘paid for’ services provided by the CR Directorate. A menu of services will be available for directorates setting out the minimum and ‘paid for’ options. Where strategic directorates work with us to reduce the work required, for example by reducing the occurrence of legal challenge or efficiently implementing automatic information systems, we will reflect this in reduced charges to that directorate,

We recognise the vital contribution of corporate services such as HR, finance and property to the effective delivery of children services including safeguarding in Birmingham. We are committed to working closely with CYPF to ensure that these contributions are as effective and efficient as possible. The Head of Corporate Strategy will liaise in detail with CYPF directorate management and support the Strategic Director of Corporate Resources in ensuring CR services prioritise service delivery to facilitate rapid improvements in children's services in the city.

3. Improved decision making and efficiency

The new Directorate will provide a council-wide professional lead to develop a more efficient and business like culture throughout BCC including better compliance, streamlined planning, better commercial focus and quicker decision making and implementation.