

HOMES AND NEIGHBOURHOODS VISION STATEMENT

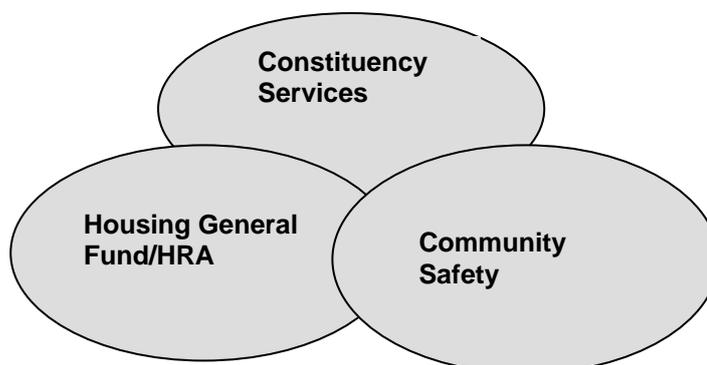
The new vision and its delivery

3.2 The new expanded Directorate has a vision to deliver:

“A new customer experience, where customer contact with the Council delivers a responsive, courteous, and helpful service – one which seeks to support those in need and recognises that priorities have to be made – whilst services to the customer are core to every action.”

3.3 The growth of the Directorate provides an opportunity to deliver this vision through a new customer focused Future Operating Model that streamlines services and removes duplication to achieve savings.

3.4 The Future Operating Model will be underpinned by a reinforced focus on constituency and ward working. This will improve service integration and aim to provide a seamless customer experience focused on improving front line delivery. The key elements of the Future Operating Model are :



- Sharing back office services across a full range of front office activities.
- Acting and managing as one organisation.
- Removing overlap, duplication and unnecessary transactional costs.
- Seeking a disproportionately higher cut in overhead costs to protect frontline services.
- Focussing on statutory services and services with key strategic outcomes.
- Reducing levels of activity or ceasing services which are not statutory or are not strategically important.
- A phased approach to local management to reflect the strategic priorities of safe, clean neighbourhoods, community services and a good quality housing offer irrespective of tenure.
- Cease passing the customer between different parts of the Council.
- Remove management layers and errors in transactions.
- Leaner local arrangements – developing proximity working.

- Identify efficiency savings and delivery of statutory and strategic key local services.

3.5 Culturally the new model will operate under a new set of values, which underpin the Directorate's vision

<u>From (existing)</u>	<u>To (proposed)</u>
Functional focus	Locality focus
Silo working	Integrated area working
Emphasis on technical skills	Emphasis on generic skills
Fragmented single service approach	Wider, all encompassing, one service approach
Not my service, not my problem	Any local problem is my problem
Not my job/role/skill set	I will find a way to sort it
Unclear accountability	Direct accountability
Bureaucratic	Pragmatic
A multi-lateral series of meetings to resolve issues	One meeting to solve problems

3.6 The Future Operating Model is in the early stages of design and will be progressed and implemented during 2011/12.

3.7 The Model will create a new management structure for the directorate. This will be underpinned by individual Rapid Service Reviews that will set an individual Future Operating Model for each service area. These reviews will use the production function model and the Leader's seven principles, to deliver the necessary outcomes. An Action Plan that sets out the required savings for each review, together with the timings, is set out in Appendix C of this document.

3.8 The Model requires a clear strategic approach to be taken which prioritises statutory activity and the most important outcomes for Birmingham people. These big picture outcomes have been agreed in the city's Sustainable Community Strategy (Birmingham 2026) and are:

- Enjoy a high quality of life;
- Succeed economically;
- Stay safe in a clean, green city;
- Be healthy; make a contribution

Raising the quality, choice and affordability of housing is recognised as a one of the high level outcomes for the city as a whole that contributes to the strategic outcome to succeed economically. The measure of success will be net additions to the housing stock.

3.9 They are also supported through the City Council Business Plan 2011+ which incorporates the strategic outcomes that the Directorate will contribute to delivering the following key priorities:

- **Protecting vulnerable people (children and adults)**

- **Helping people into work**
- **Improving education and skills training (employability)**
- **A clean safe city**

3.10 The focus of this Business Plan is to demonstrate how the directorate will contribute to the overarching outcomes of the Sustainable Community Strategy and to the City Council Business Plan within the resources it has been given.