

BIRMINGHAM CITY COUNCIL

CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE

FRIDAY, 16 JUNE 2023 AT 10:00 HOURS
IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA
SQUARE, BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 DECLARATIONS OF INTERESTS

Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest.

Information on the Local Government Association's Model Councillor Code of Conduct is set out via <http://bit.ly/3WtGQnN>. This includes, at Appendix 1, an interests flowchart which provides a simple guide to declaring interests at meetings.

4 **EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

a) To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.

b) To formally pass the following resolution:-

RESOLVED – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.

5 **APPOINTMENT OF COMMITTEE AND CHAIR**

To note the resolution of the City Council meeting appointing the Committee, Chair and Members to service on the Committee to the period ending with the Annual Meeting of City Council 2024, as follows:

Labour (8):

Cllr Sir Albert Bore (Chair), Cllr Akhlaq Ahmed, Cllr Mick Brown, Cllr Jack Deakin, Cllr Shabrana Hussain, Cllr Mohamed Idrees, Cllr Kerry Jenkins and Cllr Lee Marsham

Conservative (3):

Cllr Ewan Mackey, Cllr Darius Sandhu and Cllr Alex Yip.

Liberal Democrats (1):

Cllr Morriam Jan

6 **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair, for the purposes of substitution for the Chair, if absent, for the period ending with the Annual Meeting of the City Council in 2024.

7 **COMMITTEE TERMS OF REFERENCE (TIME 10:10 – 10:15)**

To note the Terms of Reference for the Co-ordinating Overview and Scrutiny Committee

- 9 - 16**
- 8 **MINUTES – CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE**
- To confirm the public minutes from the Co-ordinating Overview and Scrutiny Committee meeting held on 14 April 2023.
- 17 - 22**
- 9 **MINUTES – COMMONWEALTH GAMES, CULTURE AND PHYSICAL ACTIVITY OVERVIEW AND SCRUTINY COMMITTEE**
- To confirm the public minutes from the (now disbanded) Commonwealth Games, Culture and Physical Activity Overview and Scrutiny Committee meeting held on 5 April 2023.
- 23 - 24**
- 10 **CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE ACTION TRACKER**
- To review and note the actions from previous Co-ordinating Overview and Scrutiny Committee meetings.
- 25 - 30**
- 11 **DELIVERING EFFECTIVE AND FLEXIBLE SCRUTINY (TIME 10:20 – 10:40)**
- To consider how the Co-ordinating Overview and Scrutiny Committee will develop a flexible and effective work programme for 2023/24
- 31 - 64**
- 12 **DEVELOPING THE CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE SCRUTINY WORK PROGRAMME 2023/24 (TIME 10:40 – 11:55)**
- To consider the issues for the 2023/24 work programme including Cabinet Member Priorities and forthcoming decisions, issues recommended to be carried forwards from 2022/23, information from the City Observatory; Programmes, Performance and Improvement Division to agree potential issues for the Scrutiny Work Programme and Scrutiny methods.
- 13 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**
- To consider any request for call in/councillor call for action/petitions (if received).
- 14 **OTHER URGENT BUSINESS**
- To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.
- 15 **SCHEDULE OF MEETING DATES FOR COMMITTEE MEETING AND SCRUTINY WORK**
- To note the scheduled dates for 2023/24:
- | | |
|--------------|-------------|
| <u>2023</u> | <u>2024</u> |
| 14 July | 26 January |
| 15 September | 23 February |
| 13 October | 15 March |
| 17 November | 19 April |

16 **AUTHORITY TO CHAIR AND OFFICERS**

Chair to move:-

'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

17 **PRIVATE MINUTES – COMMONWEALTH GAMES, CULTURE AND PHYSICAL ACTIVITY OVERVIEW AND SCRUTINY COMMITTEE**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

Birmingham City Council

Co-ordinating Overview and Scrutiny Committee

Date 16 June 2023



Subject: Committee Terms of Reference

Report of: Christian Scade, Head of Scrutiny and Committee Services.

Report author: Amelia Wiltshire, Overview and Scrutiny Manager
Amelia.Wiltshire@birmingham.gov.uk
07825 979253

1 Purpose

- 1.1 To consider the Terms of Reference for the Co-ordinating Overview and Scrutiny Committee.

2 Recommendations

- 2.1 To note the Terms of Reference for the Co-ordinating Overview and Scrutiny Committee, set out at 3.2 below.

3 Co-ordinating Overview and Scrutiny Committee Terms of Reference

- 3.1 The Terms of Reference below were approved at the Annual City Council meeting on 23 May 2023.
- 3.2 To plan and co-ordinate the work of all the Overview & Scrutiny Committees. To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning:
- Structure and governance of the Council
 - Communications, internal and external stakeholder engagement
 - Efficiency and improvement of Council services (with Deputy Leader)
 - Public policy development at local to international levels
 - WMCA
 - Sports and events development (with Cabinet Members for Digital, Culture, Heritage & Tourism and Housing & Homelessness)

- Business Improvement Districts
- Business change programmes
- Efficiency and improvement of Council services (with Leader)
- Risk management
- Good governance on outside bodies, Council-owned companies and externalised services
- Customer services
- External scrutiny of the Council
- Whistleblowing and complaints
- Emergency planning
- Legal services
- Relationships with stakeholders
- Levelling-up, devolution and WMCA
- Early intervention and prevention
- Social cohesion and inclusion, equalities
- Third sector organisations and partner agencies contribution to social cohesion and equalities
- Refugees, migration and City of Sanctuary
- Open data
- Digital inclusion, data protection, cyber security
- Arts, museums and tourism
- Library of Birmingham and community library services
- Promotion of the city's heritage and investment in the city.

These functions include:

- a) giving such guidance to the Overview and Scrutiny Committees in any cases of uncertainty as to work which they should or should not be undertaking, as may be necessary to achieve such co-ordination, including the allocation of "call-in" to the appropriate Committee;
- b) determining, in any cases of uncertainty, the allocation of responsibility for specific tasks between the Overview and Scrutiny Committees;
- c) ensuring (by means, for example, of issuing appropriate guidance and/or instructions) that the Overview & Scrutiny Committees pay proper attention in their work to the consideration of key cross cutting issues, in particular equalities, transparency and improvement;

- d) overseeing the development and delivery of a balanced work programme of Scrutiny Committees using a range of scrutiny methodologies and reporting regularly to City Council;
- e) considering Overview and Scrutiny development, working practices and constitutional arrangements.

Membership of the Co-ordinating Overview and Scrutiny Committee will consist of 12 members: the chair of the committee and the seven other Overview and Scrutiny Committee chairs along with four places for opposition group members to ensure proportionality.

4 Any Finance Implications

- 4.1 No direct financial implications resulting from this report.

5 Any Legal Implications

- 5.1 No direct legal implications resulting from this report.

6 Any Equalities Implications

- 6.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.2 The Committee should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering: How policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to services and fair representation of all groups within Birmingham; Whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

7 Appendices

- 7.1 None.

BIRMINGHAM CITY COUNCIL

COORDINATING O&S COMMITTEE – PUBLIC MEETING

1000 hours on Friday 14th April 2023, Committee Rooms 3 and 4,

Council House, Victoria Square, B1 1BB

Action Notes

Present:

Councillor Albert Bore (Chair)

Councillors: Jack Deakin, Mohammed Idrees, Ewan Mackey, Kerry Jenkins, Saima Suleman, Alex Yip, Roger Harmer, Deirdre Alden.

Also Present:

Richard Brooks, Director - Strategy, Equality & Partnerships

Jamila Mensah, Programme Manager, Partnerships Insight and Prevention

Saba Rai, Behaviour Service Integration manager, Adult Social Care

Christian Scade, Head of Scrutiny and Committee Services

Ed Brown, Committee Officer

1. NOTICE OF RECORDING/WEBCAST

The Chair advised the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's meeting You Tube site (www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2. APOLOGIES

Apologies were received from Councillors Akhlaq Ahmed, Mick Brown and Chaman Lal

3. DECLARATIONS OF INTERESTS

None.

4. ACTION NOTES – 17 March 2023

The Action Notes of the meeting on the 17 March were agreed.

RESOLVED:

- That the action notes of the formal meeting held on 17 March 2022 be approved as a correct record and signed by the Chair.

5. CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE ACTION TRACKER

RESOLVED:

- That Action Tracker be noted

6. UPDATE REPORT ON THE CUSTOMER SERVICES PROGRAMME

The Chair of the Customer Services Task and Finish Group provided a verbal update.

Key points highlighted were:

- At its January meeting, the Co-ordinating O&S Committee noted that Task & Finish Group on the Customer Service Programme had completed its review of the recommendations submitted to service leads for Bereavement Services, Housing Repairs, Waste Management and Highways, and agreed that the Task & Finish Group should take further action to ensure that the identified end-to-end customer service improvements were implemented.
- The Committee also supported the Task & Finish Group in undertaking further work to scrutinise how senior managers are responding to feedback from the Customer Standards Workshops to embed the Customer Service Strategy.
- A meeting had been arranged for 20 April between the Chair, the Assistant Director (Programmes, Performance and Improvement), the Assistant Director (Customer Services) along with Overview & Scrutiny officers, to programme the further work of the Task & Finish Group.
- Results of staff engagement conducted during the roll out of the Customer Standards Workshops between September 2022 and March 2023 was now available and would be presented to the Task & Finish Group at an early date.

RESOLVED:

- That the verbal update on the work of the Customer Services Task and Finish Group be noted.

7. REPORT ON THE WORK OF THE HOMES FOR UKRAINE TASK AND FINISH GROUP

(See Document No 1)

A report of the Ukraine Response Task and Finish Group, chaired by Councillor Bore, was submitted, updating the Committee on the outcome of the Ukraine Response Task and Finish Group, which reviewed the Council's response to the Homes for Ukraine Scheme, the key issues and performance of the programme following the initial report to the Committee on the 27 of January 2023.

The Chair thanked the officers involved as their assistance had been invaluable. He noted that the end-point had been achieved in a short period of time. He emphasised that the report was a critique of the programme rather than a criticism and it was important to try and look back in a positive way and learn lessons. He drew attention to the recommendations on the report on how the experience of the programme could be used to inform both similar work in the future and the rest of the current programme.

The Chair stated that whilst the relevant Cabinet member was not present, they would need to respond to the report in due course.

The Director of Strategy, Equality and Partnerships presented the report, and the Key points highlighted were:

- There was a great deal of information presented in the report. This reflected the large amount of work undertaken by the team.
- Two important lessons stood out from the experience which would need to be disseminated across the organisation:
 1. The importance of engaging early with the communities affected This had initially not been done very effectively, however, efforts had been made to get this right with involvement of the Council's new public participation team. This is now an exemplary programme through its engagement with stakeholders, hosts and guests, with these efforts now being reflected back in positive feedback.
 2. There had been challenges concerning the undertaking of contracts in this environment and there had been too much risk focussed on a single provider. As such there was a need to diversify the risk and spread it across a range of providers.
- It was acknowledged that the team had been faced with situations in which they were constrained regarding who they could contract with.
- The team were pleased to take on these lessons and disseminate them.

Committee members made comments and raised questions. The following were among the main points raised:

- The task and finish process was acknowledged as a good process. It was important when a new challenge arose that lessons were learned quickly. This process should be an important part of the toolkit for scrutiny going forward. It was important to look at lessons when things did not go to plan in order to consider what could be done in future.
- There was an impression that in such situations it was inevitable that the immediate response would come from the community. Bureaucracy was often time consuming and slowed the process down, therefore it was good for the Council to work with community organisations from the outset, as often they would be the first to start galvanising a response. This was a lesson also learnt from Covid. The members of the community who stepped in to support the Ukraine Response were thanked.
- This was a very new way of responding to a refugee crisis, however, this further highlighted the need to learn from the experience as Birmingham was a City of Sanctuary.
- The issue of English as a Second Language (ESOL) provision was raised and the need to get refugees proficient in English as quickly as possible was stressed. It was recognised that there were many people in the city with multiple language skills and this could be a resource.
- The issue of integration in schools was raised and demographic stresses were recognised, particularly with regard to a peak in the birth-rate 10-12 years ago meaning that there was pressure on school places for this particular age-group. Therefore, it was important to engage with schools where refugee children of that age-group were coming in. Feedback from schools on tackling pressures on school places where there is a need to respond to a refugee or similar crisis was welcomed.
- Officers had been diligent in making the programme happen and had provided an innovative way of how the Council could act in a short period of time due to the commitment of officers.
- There had been issues surrounding misconceptions and frustration from residents. Such misconceptions had led to the frustration seen at the January scrutiny meeting.

- There had been issues surrounding how the contracts were awarded to PwC and Refugee Action. With PwC the focus is on pro-bono work leading to a substantial contract, whilst in this case it was made clear this wasn't the expectation, this is something that the Council needs to guard against. In relation to the Refugee Action contract, it was recognised that Council officers were restricted on the organisations they could approach. In this instance, Refugee Action were the only organisation that could take on the work. Officers had not had the freedom to approach multiple organisations. Residents had seen the Council as responsible, and this misconception had built frustration and misunderstandings amongst residents.
- A lesson that could be learned from the contract awards was the need for early diversification to allow a big pool of potential contractors to be drawn from.
- Another key lesson was the need for openness and transparency from officers who worked on delegated authority.
- Residents needed to know what the Council was doing and that the Council was acting to the best of its ability.
- There was a need for early readiness and the ability to respond quickly.
- It was desirable that there would be good follow-up on the recommendations going forward.
- This work had been unprecedented for Birmingham both in its scale and in terms of the trauma faced by the refugees.
- The programme had taken time and learning and there was a need to acknowledge the work of the public sector and charities and the goodwill of residents.
- The officers were again thanked as the programme would not have happened without their hard work. It was further stressed that the next steps were important and the lessons-learned approach needed to be taken. Whilst the task and Finish work was important to scrutiny, it would only be effective if officers and members committed to seeing it through.
- It was positive that there had been a cross-party approach to the report as there was a need to be united in this kind of work.
- The need for transparency and openness was reiterated, and it was highlighted that scrutiny should be a 'critical friend' all the way through the process. The importance of understanding Council processes and the need to inform others

about how these worked and any constraints were stressed as this could mitigate misunderstanding, miscommunication and misconception.

- There remained challenges across the city in terms of the housing response. It was necessary to consider what could be done to make offers better.
- Task and finish groups were seen as a useful tool to have to understand different processes.
- In response to a query about the role of housing associations and the private sector, the Committee were informed that there was an issue of housing provision, and the government would not financially support housing refugees. Refugee Action had sub-contracted to Spring Housing, however, this was done to signpost guests/refugees rather than providing practical support, such as assisting with property viewings, as part of the helping them to move on to their own accommodation. It was recognised that there was a need to engage with the market such as housing associations, and the Council's housing team were working with these organisations via their usual forums so guests could learn how to move on and be supported. However, it was recognised that capacity would always be a challenge.
- It was ultimately expected that over 300 Ukrainian households would come through the programme who would ultimately need to move on from their accommodation and be rehoused in the city following the end of their hosting arrangement. There was existing pressure on housing in the city, both in social and private housing. A support package had been created to support guests moving into the private rental accommodation. This had worked successfully so far with around 50 families allocated to move on and 44 being processed. People were competing for housing resources.

RESOLVED:

- That the Committee submit final recommendations, set out in Appendix A, to the Cabinet Member for Social Justice, Community Safety and Equalities for a formal response.
- That the full report, provided at Appendix B, setting out the supporting evidence be noted and submitted to the Chief Executive, for the Chief Executive to report back to the Committee on any management actions arising from consideration of the full report.

8. SCRUTINY WORK PROGRAMME 2022/23

The Chair informed the Committee that he would be in discussion with members about the future of scrutiny and he had emailed out on the morning of the meeting to both the opposition groups and the Labour group the recommendations that he would be putting forwards in terms of future remits. He also intended to discuss with the Committee over the coming weeks how they might set about their work in 2023/24 as there were lessons to be learned from the current municipal year.

RESOLVED:-

- That the Customer Services Task and Finish Group continue into the next municipal year.
- That the work programmes updates for the other Overview and Scrutiny Committees be noted.
- That the response to the Homes for Ukraine Task and Finish Group be included in the Committee's work programme for 2023/24.
- That the Committee note that the Scrutiny Inquiries on Children and Young People's mental health and on Child Criminal Exploitation would continue into the new municipal year and that the Inquiries would continue under the existing terms of reference including the Lead Committee and membership of the Task and Finish Groups.

9. REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)

There were no requests for Call In for Co-ordinating OSC.

10. OTHER URGENT BUSINESS

There were no items of urgent business.

11. DATE AND TIME OF NEXT MEETING

It was noted that next meeting of the Co-ordinating Overview and Scrutiny Committee was to be confirmed.

The meeting ended at 10:40

BIRMINGHAM CITY COUNCIL

COMMONWEALTH GAMES, CULTURE & PHYSICAL ACTIVITY

O&S COMMITTEE – PUBLIC MEETING

1400 hours on Wednesday, 5 April 2023

Committee Rooms 3 & 4, Council House

Minutes

Present:

Councillor Jack Deakin (Chair)

Councillors: Gurdial Singh Atwal, Deborah Harries, Darius Sandhu and Rinkal Shergill

Also Present:

Cllr. Jayne Francis, Cabinet Member for Digital, Culture, Heritage & Tourism (on-line)

Symon Easton, Head of Cultural Development and Tourism

Amanda Simcox, Scrutiny Officer

Amelia Wiltshire, Overview and Scrutiny Manager

1. NOTICE OF RECORDING/WEBCAST

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(www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2. APOLOGIES

Apologies were given on behalf of Cllrs. Marcus Bernasconi and Ron Storer.

3. DECLARATIONS OF INTERESTS

Members were reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

Cllr. Darius Sandhu declared a registerable interest due to him having been appointed by the City Council to two organisations that receive external funding: The Committee of Friends of the Birmingham Museum Trust, and he was a trustee of the CBSO. It was agreed that Cllr. Darius Sandhu would leave the committee room for items 6 and 12, as he had not been granted a dispensation, and he would discuss this with the Monitoring Officer.

4. ACTION NOTES

(See document No. 1)

RESOLVED:

That the action notes of the formal meeting held on 1st February 2023 were agreed.

5. ACTION TRACKER

(See document No. 2)

The Chair advised that Sports England's previous guidance that residents should live within 20 minutes' drive time of leisure facilities such as swimming pools needed further work and could be picked up in the next municipal year.

RESOLVED:

That the action tracker was noted.

6. BIRMINGHAM CULTURE SECTOR CHALLENGES / FUNDED ORGANISATIONS UPDATE

(See document No. 3)

Cllr. Darius Sandhu left the committee room.

The Chair welcomed Cllr. Jayne Francis, Cabinet Member for Digital, Culture, Heritage & Tourism (on-line), and Symon Easton, Head of Cultural Development and Tourism, to the meeting. He stated that there was provision to go into private session at the end of the public committee meeting if the Committee wished to discuss Exempt Appendix 1.

Symon Easton highlighted information from the report, which included:

Local, National, and International

- This was a national issue, with the culture sector being more fragile nationally than their counterparts in Europe. This was because generally in Europe they were State funded in the main and there was less reliance on earned income.

The Funded Organisations

- The Cabinet Member and officers met regularly with the funded organisations and Birmingham Museums Trust (BMT).
- Most have been successful in securing Arts Council England funding for 2022-26, but at a standstill with no inflation on the funding.
- Covid recovery funding was no longer available.

- The feedback regarding the similar challenges facing their organisations this year was summarised in paragraph 3.3 in the report and included:
 - Reduced trading income for the next two years.
 - Increase cost of utilities.
 - Increase of staffing costs and challenges in recruiting temporary staff.
 - Suppliers charging more.
- UK tourism was recovering slowly.

BMT and Birmingham Museums & Art Gallery (BMAG)

- BMT was successful in receiving c.£3m+ over three years from Arts Council England, but this was a standstill budget with no inflation.
- There was a potential in-year deficit for 2023-24 and they now have a clearer picture for the end of year position and future projections which will be discussed under the private report.
- BMAG was currently closed for the electrical works to be undertaken and further works, subject to approval, may be undertaken which would further delay re-opening.

B:Music (Town Hall & Symphony Hall)

- The Council was the primary funder, and on the 21st March 2023 Cabinet agreed funding for the next three years, which gives them some stability, and matches the Arts Council England funding period.
- Symphony Hall costs were increasing; this was a complicated issue and officers continue to review the current lease arrangements held with the NEC Group.

General Support and Mitigation

- Officers continue to work with Culture Central (the region's cultural sector membership organisation) to work on initiatives to support the culture sector such as The Birmingham Cultural Compact and establishing a new Philanthropic Network for Culture.
- Officers were also working on submissions for other potential funding streams, such as the Commonwealth Games (CWG's) Legacy Funding bid for a two-year cultural engagement programme with residents.
- The legacy CWG culture festival this year will be led by the Hippodrome, and it was hoped this becomes an annual festival from 2024.

Announcements

- Since publication of the report, the Government has announced they have extended the Energy Bill Relief Scheme and the Cultural Relief Rate, which will aid the CBSO etc.
- The Royal Courts of Justice has ruled that museums should pay less rateable value.

During the discussion and in response to queries raised by Members, the main points included:

- Due to extended works the BMAG would likely re-open in 2025, and the intention will be to open as per their previous timetable. However, this will need to be looked at in light of their financial position.
- The Chair would encourage work to be undertaken to explore ways to attract future generations, and the hiring of the buildings for private functions, etc.
- There was a [Visitor Destination Plan](#) and they were trying to increase visitors into the city.
- The model BMT has been operating was questioned in relation to the heritage sites opening times and the periods they were not open, due to the costs, and them being reliant on earned income. It was felt that they needed to be more creative to encourage people to use the heritage sites.
- The volunteering programme and support were queried, and it was thought that learning from the CWG, and the formal process volunteers went through, could be used to assist with this. It was highlighted that the Council does not manage these organisations, and the roles and responsibilities of volunteers and paid employees were different. However, there was scope to look at volunteering in this challenging time for the culture sector and a further appraisal from cultural organisations on this issue would be undertaken.
- The cost of the cultural festival was £2m funded by the Council.
- Whether representatives from the historic sites should attend a future committee meeting(s) was queried and it was agreed that this would be explored.

RESOLVED:

That:

- The update was noted.
- A further appraisal from cultural organisations on volunteering would be undertaken and shared with the Committee.
- The Chair together with Officers to explore whether representatives from the historic sites should attend a future committee meeting.

7. WORK PROGRAMME

(See document No. 4)

The Chair informed Members that the Committee needed to review the work programme completed during 2022/23 and recommend any issues that should be carried over or new issues to be included in the Scrutiny Work programme for 2023/24.

Cllr. Deborah Harries had raised the winter closures across the nine heritage sites before the Committee meeting and had received a comprehensive answer. However, she would like to explore this further.

RESOLVED:

- That the work programme was reviewed, and the Committee recommended the following issues should be included in the Scrutiny Work Programme for 2023/24:

- The items to be scheduled on page 32:
 - The Culture Strategy 2023-2033 including the External Review of Culture.
 - The Sport and Physical Activity Strategies.
 - Members of the Economy and Skills O&S to be invited to the CWG, Culture and Physical Activity O&S Committee for report on employment and skills legacy of CWG.
 - Enhancing Tennis Opportunities across the City.
- The winter and limited closures, and the affordability for heritage sites to be open, to be added.

8. REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)

None.

9. OTHER URGENT BUSINESS

None.

10. AUTHORITY TO CHAIR AND OFFICERS

RESOLVED:

In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee.

11. EXCLUSION OF THE PUBLIC

The Committee agreed to go into private session.

At 14.50 hours, the Committee moved into private session.

CO-ORDINATING OSC
ACTION TRACKER 2023/24

	Date	Agenda Item	Action	Notes
1	23 September 2022	Cost of Living Crisis	The Director of Strategy, Equality and Partnerships to provide information on the groups of people who have receive payments and further analysis of this is available.	IN PROGRESS Information Requested
2	9 December	Planning Enforcement To be picked up by Homes OSC moving forward	That the Senior Enforcement Officer respond following the meeting to the request that supporting evidence for HMOs could be sent to ward members for consideration and comment.	IN PROGRESS Information requested and update provided: Legal services and the Planning Area Teams have been consulted. Confirmation is being sought whether any process changes can be implemented around the consultation of LDCs with members.
3	27 January	Cabinet Member Social Justice, Community Safety & Equalities	The Cabinet Member agreed to meet with the Board of Deputies and the Jewish Leadership Council and will confirm if the letter was sent to the MPs when the definition was adopted and restate the message	IN PROGRESS Information Requested
4	27 January	Cabinet Member Social Justice, Community Safety & Equalities	The Cabinet Member will follow up the issues regarding building capacity of holiday schemes with Cllr. Harmer	IN PROGRESS Information Requested
5	17 February	Domestic Abuse Strategy To be picked up by Neighbourhoods OSC moving forward	Officers to review the observations and issues from Committee on 17 February.	IN PROGRESS. Information requested. This will be completed in advance of the draft Domestic Abuse strategy coming back to Committee for pre-Decision scrutiny.

6	17 February	Domestic Abuse Strategy To be picked up by Neighbourhoods OSC moving forward	All Chairs take back to their Overview and Scrutiny Committees and consider how Domestic Abuse is relevant to the remit of the committee, how they can have an involvement and feedback to Co-ordinating Overview and Scrutiny Committee	IN PROGRESS This will be picked up as part of the work programme planning for each Committee in June.
7	17 February	Domestic Abuse Strategy To be picked up by Neighbourhoods OSC moving forward	Officers to consider training for Councillors on DA awareness	IN PROGRESS Information requested.
8	17 February	Domestic Abuse Strategy To be picked up by Neighbourhoods OSC moving forward	Regularly look at Temporary accommodation numbers of families (households and individuals) as part of Co-ordinating Overview and Scrutiny's ongoing review.	IN PROGRESS Information requested. This will be reported as part of the Domestic Abuse Strategy reports to O&S Committee.
9	17 March	Exempt Accommodation To be picked up by Homes OSC moving forward	Officers to engage with DWP, requesting that they provide feedback on fraud cases referred to them by the council Officers to update committee on list of providers going through the accreditation process	IN PROGRESS Information requested.

Birmingham City Council

Co-ordinating Overview and Scrutiny Committee

Date 16 June 2023



Subject: Delivering Effective and Flexible Scrutiny.
Report of: Christian Scade, Head of Scrutiny and Committee Services.
Report author: Fiona Bottrill, Senior Overview and Scrutiny Manager.
fiona.bottrill@birmingham.gov.uk

1 Purpose

- 1.1 To consider how the Co-ordinating Overview and Scrutiny Committee will develop a flexible and effective work programme for 2023/24.

2 Recommendations

- 2.1 To note the development of a flexible and effective work programme for 2023/24 as developed by members of the Coordinating Overview and Scrutiny Committee in the last Municipal year 2022/23 (ref: Appendix 1).

3 Any Finance Implications

- 3.1 No direct financial implications resulting from this report.

4 Any Legal Implications

- 4.1 No direct legal implications resulting from this report.

5 Any Equalities Implications

- 5.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 5.2 The Committee should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering: How policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to services and fair representation of all groups within Birmingham; Whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

6 Appendices

- 6.1 Appendix 1 – A More Flexible, Effective Scrutiny Function for 2023/24.

A MORE FLEXIBLE, EFFECTIVE SCRUTINY FUNCTION FOR 2023-24

In April 2021, the City Council adopted an Overview & Scrutiny Framework document that set out a vision for Overview & Scrutiny in Birmingham.

“To ensure effective democratic accountability and oversight of the Council’s executive. This will be achieved by a Member-led Scrutiny function which is held in high regard by its many stakeholders and which adds value for the people of Birmingham.”

“To achieve this, Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’:

- **Amplify public voice and concerns;**
- **Drive improvement in public services;**
- **Provide constructive ‘critical friend’ challenge; and**
- **Be led by ‘independent minded people’ who take responsibility for their role.”**

“Scrutiny must add value and not duplicate the other forms of performance management, review or inspection. that Scrutiny is involved in a timely manner, at a point where the outcome can be influenced, to ensure involvement is meaningful.”

The framework document recognised that:

“Creating a strong organisational culture that recognises the critical role of an independent Scrutiny in the governance process is essential to adding value and creating efficient and effective services.”

“Scrutiny should be well planned and timely.”

Unfortunately, Scrutiny has not always delivered on these goals and in its relationship with the Council’s executive (i.e., Cabinet) and the Chief Executive’s Senior Leadership Team – Scrutiny has not always been held in equal respect. For some years, Overview & Scrutiny has pursued very few issues that have contributed significantly to the thinking and actions of the Council’s Cabinet and the Chief Executives senior management team. We have not always been enabled to deliver on the aspirations set out in the O & S Framework document.

As we move into the 2023–24 municipal year, the roles and responsibilities must be clear:

“Overview & Scrutiny Chairs are responsible for leading and co-ordinating the work the Scrutiny Committee so that Scrutiny functions in a positive, constructive and non-partisan manner. Overview and Scrutiny members must contribute time and effort to both the development and the carrying out the Scrutiny work programme

So, in adopting their responsibility, the present Co-ordinating O & S members are putting forward a number of suggestions that will improve the way in which Scrutiny Committees function, learning from their own experiences in 2022-23.

1. Remit of Overview & Scrutiny Committees

The remit and workload of committees is uneven. Particularly, the remit of the Housing & Neighbourhoods and Health & Social Care Committees is much larger than that of other committees.

In a separate document, Scrutiny Planning 2023/24, the present Co-ordinating O & S members have reviewed the terms of reference of Scrutiny Committees and are recommending arrangements for 2023-24 that will ensure that the workloads of the committees are more evenly balanced and, in part, better aligned with the remits of Cabinet Members. Co-ordinating O & S will consult further over the next 6 months on further changes to the structure and operation of Scrutiny.

2. Engagement with Cabinet Members

In the current Scrutiny structure, most Cabinet Members attend multiple committees to report on their activities and policies – with some Cabinet Members being asked to attend three or four separate Scrutiny committees. This takes up a considerable portion of the time allocated to committee meetings and requires an equally considerable time commitment by Cabinet Members and the officers that support them. Moreover, many of these reports do not lead to Scrutiny added value or impact as the reports are presented for information and noting.

A Cabinet Members should only be in formal attendance when deemed necessary by the relevant Scrutiny Chair.

There will be occasions when an Overview & Scrutiny Committee will wish to receive an update report on a specific policy or initiative at a scheduled meeting of the committee, to allow members to publicly consider the appropriateness of that policy or initiative to the Council's Corporate Plan and the challenges faced by the Council – a recognised part of the role of Scrutiny. Also, these update reports could be scheduled at the request of the Cabinet Member so that Scrutiny is involved in a timely manner.

These opportunities should arise from regular dialogue between a Cabinet Member and the relevant Scrutiny Chair; and always with the intention that the Scrutiny committee should be adding value though its engagement with the Cabinet Member.

A Cabinet Member may wish to issue directly to members of an Overview & Scrutiny Committee a briefing note to provide members with background information, especially important at the start of the municipal year as some committee members may not have knowledge of plans and strategies being pursued by the Cabinet/Council.

Furthermore, it should be incumbent on a Cabinet Member to advise a Scrutiny Chair, in a timely manner, of a report being taken to Cabinet when the Scrutiny Chair is listed as the relevant Scrutiny Chair, or of a report being placed on the Forward Plan.

3. Meeting arrangements

For years, Scrutiny committees have met in formal, structured public meetings, mostly monthly. Some flexibility in meeting arrangements could bring advantages, particularly if Scrutiny members are being engaged in the other work of the committee – such as a Task & Finish Group.

Initially at the start of the municipal year, through informal meetings or workshops, members could identify a ‘menu’ of issues (including policy development, policy review, issues of accountability, statutory functions, voice of the public,) as the potential work programme of that committee – meeting with the Cabinet Member(s) to ensure the list of issues would be welcomed by them. The list would be a ‘menu’ from which topics could be selected for consideration by the committee or a Task & Finish Group. The committee would regularly review the ‘menu’ and decide which issues need to be examined further and how that work would be undertaken. Scrutiny activities should be thorough and undertaken in a timely manner.

At the June meetings, each Committee will consider information including key data from the City Observatory, information from Corporate Performance reports, Cabinet Member and directorate priorities and issues recommended or carried forwards from the previous scrutiny work programmes to inform the initial menu of topics for the work programme for the year.

Aspects of the work programme would be assigned¹ to scheduled (public) meetings of the committee or a more limited number of members that might take evidence from a number of witnesses, whilst other issues could be assigned to Task & Finish Groups set up by the committee - with these groups meeting in public or private sessions as required, enabling the committee to focus on specific matters throughout the year as appropriate and without unnecessary delay.

Whilst scheduled meetings of the committee would rely primarily on resources available through the Scrutiny Office, other Scrutiny activities could be supported by resources from elsewhere in the Council – as successfully achieved this year by the Customer Services Programme and Homes for Ukraine Task & Finish Groups set up by the Co-ordinating O & S Committee.

A Task & Finish Group or other sub-committee arrangements would include members from different political groups – but not necessarily politically balanced, and would have Terms of Reference, setting out aims, methodology and timescale, agreed by the sponsoring committee and would have to report back to that committee with a final report. The sponsoring committee could also determine whether a Task & Finish Group could include non-executive members from beyond the committee to draw on other members’ interest and experience, but there would be a limit on the number of co-options to prevent a Task & Finish Group from becoming ineffective.

It may be appropriate for a Scrutiny report of significant importance to be reported directly to Council rather than via the Scrutiny Business Report to Council three times a year. Such requests would need to be directed to the Council Business Management Committee.

¹ <https://cfigs.org.uk/wp-content/uploads/Work-Programming-FINAL.pdf>

Birmingham City Council

Co-ordinating Overview and Scrutiny Committee

16 June 2023



Subject: Developing the Co-ordinating Overview and Scrutiny Committee Work Programme 2023/24

Report of: Christian Scade, Head of Scrutiny and Committee Services

Report author: Amelia Wiltshire, Overview and Scrutiny Manager
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07825 979253

1 Purpose

- 1.1 This report provides information for the Co-ordinating Overview and Scrutiny Committee to consider in developing their work programme for 2023-24. It identifies potential issues for the Committee to explore and sets out the range of scrutiny methods which could be adopted.
- 1.2 The report refers to the relevant Cabinet Member Priorities and forthcoming decisions; issues recommended to be carried forward from the 2022-23 Overview and Scrutiny work programme, which are specific to this Committee's remit; and tailored high level summary from the City Observatory and Programmes, Performance and Improvement Division.

2 Recommendations

- 2.1 That the Committee:
 - Notes the information set out in Appendices 1-3 and identifies a menu of topics for the Committee to explore over the coming year.
 - Confirms, subject to further input from the Chair and Deputy Chair outside of the meeting, items for the Committee meeting in July.
 - Agrees the issues that the Committee will consider during September – October 2023, the proposed aims and objectives and the preferred method of scrutiny.
 - Notes that a draft work programme will be presented to the Committee meeting in July for consideration and approval.

- Notes that proposed work programmes from each Overview and Scrutiny Committee will be submitted to the Co-ordinating O&S Committee to enable work to be planned and co-ordinated throughout the year.

3 Background

- 3.1 The [statutory guidance for local government overview and scrutiny](#) sets out the role it can play in holding an authority's decision makers to account. This makes it fundamentally important to the successful functioning of local democracy.
- 3.2 Effective Overview and Scrutiny should:
- Provide constructive 'critical friend' challenge
 - Amplify the voices and concerns of the public
 - Be led by independent people who take responsibility for their role
 - Drive improvements in public services
- 3.3 The role and functions of Overview and Scrutiny Committees are outlined in [The City Council's Constitution | Birmingham City Council](#) They will:
- Make reports and/or recommendations to the full Council, the Executive and/or other organisations in connection with the discharge of the functions specified in their terms of reference.
 - Consider any matter covered in their terms of reference that may affect or be likely to have an effect on the citizens of Birmingham; relevant to the Council's strategic objectives; relevant to major issues faced by officers in managing a function of the Council; and likely to make contribution to moving the Council forward and achieving key performance targets.
- 3.4 Effective scrutiny needs to add value. A well planned and timely work programme enables Overview and Scrutiny Committees to be involved at the right time and in the right way, and ensure their involvement is meaningful and can influence the outcome.

4 Developing the Work Programme 2023-24

- 4.1 The document on developing flexible and effective scrutiny, that is considered as a separate agenda item at this meeting, describes a revised approach to work programme development. It proposes that the Committees identifies a 'menu' of issues (including policy development, policy review, issues of accountability and statutory functions) at the start of the year. The Committee should then regularly review the 'menu' and decide which issues need to be examined further, and how that work would be undertaken. Scrutiny activities should be thorough and undertaken in a timely manner.
- 4.2 There are a range of ways to undertake scrutiny. This new approach will enable flexible scrutiny and outlines a shift from monthly formal meetings to a

combination of approaches. The Committee will choose the most effective scrutiny method to achieve the desired aims and objectives.

4.3 Based on Statutory Guidance published in 2019, different scrutiny methods include (but are not limited to):

- A single item, or items, on a committee agenda – this fits more closely the “overview” aspect of the Scrutiny function and has limited opportunity for effective scrutiny. It is most appropriate for specific issues where the committee wants to maintain a watching brief.
- A single item meeting, either as the committee or a more limited number of Members. It has the capacity to enhance the previous option by taking evidence from a number of witnesses
- A task and finish day - provided that these are properly focused, they ensure Councillors can swiftly reach conclusions and make recommendations and are effective even for complex topics.
- A task and finish review – this is an enhancement of the previous option being held over four or six meetings spread over a limited number of months.

4.4 Appendix 1 outlines the outstanding items from the Overview and Scrutiny work programmes 2022-23, which relate to the remit of this Committee.

4.5 Appendix 2 sets out the current Cabinet Member priorities and pending decisions, which relate to the remit of this Committee.

4.6 Appendix 3 provides a high-level summary of:

- The strategic and organisational context, including the Corporate Plan 2022-26, city and citizen outcome indicators and a summary of external factors impacting on the remit of the committee.
- A summary of key performance indicators and delivery milestones against Corporate Plan priorities, and directorate priorities for 2023/24 relevant to the remit of this Committee
- Transformation and improvement activity relevant to the remit of this committee.

4.7 Altogether this information suggests potential topics for the Committee to consider when determining a work programme for 2023-24. The Committee is advised to consider where it can best add value through scrutiny.

4.8 Members often have a number of topics suggested to them and are therefore required to **prioritise** matters for consideration. The Scrutiny Framework sets out the following factors could be considered:

- Public interest: concerns of local people should influence the issues chosen;
- Ability to change: priority should be given to issues that the Committee can realistically influence;

- Performance: priority should be given to areas in which the Council and Partners are not performing well;
- Extent: priority should be given to issues that are relevant to all or a large part of the city;
- Replication: work programme must take account of what else is happening to avoid duplication.

4.9 Overview and Scrutiny Chairs are advised to maintain regular engagement with Cabinet Members to enable flexibility to be built into the Overview and Scrutiny work programme, so as to respond to the Council's policy priorities in a timely way.

5 Any Finance Implications

5.1 There are no financial implications arising from the recommendations set out in this report.

6 Any Legal Implications

6.1 There are no legal implications arising from the recommendations set out in this report.

7 Any Equalities Implications

7.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 The protected characteristics and groups outlined in the Equality Act are: Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion and Belief; Sex, and Sexual Orientation.

7.3 The Committee should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering: How policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to services and fair representation of all groups within Birmingham; Whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

- 7.4 The Committee should ensure that equalities comments, and any recommendations, are based on evidence. This should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

8 Appendices

- 8.1 Appendix 1: Work Programme Mapping
Appendix 2: Cabinet Member Priorities and Forthcoming Decisions
Appendix 3: Performance and Improvement Summary

9 Background Papers

- 9.1 [Birmingham City Council Constitution](#)
9.2 Birmingham City Council Overview and Scrutiny Framework April 2021

Co-ordinating OSC Work Programme Mapping for 2023/24

O&S Committee 2022-23	O&S Committee 2023-24	Item/Topic	Aims and Objectives (if outlined)	Why carried forward?	Any other information (e.g. scrutiny method/ Council motion/ asked to come back in 6 months etc)
Co-ordinating O&S	Co-ordinating O&S	Customer Services Programme	To continue the work of the Customer Services Programme Task and Finish Group as set out in the Terms of Reference.	The Customer Services Programme has been extended into 2023/24	The terms of reference agreed at Co-ordinating OSC in November 2022: CMIS > Meetings
Co-ordinating O&S	Co-ordinating O&S	Homes for Ukraine	Monitoring response to and implementation of recommendations of the Homes for Ukraine Task and Finish Group. Co-ordinating OSC agreed the 17 recommendations from the Task and Finish Group.	Learning identified through the work of the Task and Finish Group and recommendations made to Cabinet member for Social Justice, Community Safety and Equalities.	Homes for Ukraine report: Co- ordinating OSC April 2023 available from CMIS > Meetings Council Resolution: 6 Dec 2022
Co-ordinating O&S	Co-ordinating O&S	Trail Blazer Devolution Deal (TDD) Update	Update on implementation of Trail Blazer Devolution Deal.	Report to Co- ordinating OSC made before TDD was signed off and published in March 2023.	Links with remit of Economy and Skills OSC in relation to skills and careers advice and guidance.
Co-ordinating O&S	Co-ordinating O&S	Election Act	Update on the Election Act following elections in May 2023.	Identified in 2022- 23 work programme but was deferred until post May elections	

Co-ordinating O&S	Co-ordinating O&S	Scrutiny Arrangements	Oversight and review of Scrutiny arrangements	Following review of Scrutiny arrangements for 2023.24 Co-ordinating O&S will consult further over the next 6 months on further changes to the structure and operation of Scrutiny	Council Resolution 12 July 2022: consider extra resources to carry out 1 inquiry per committee
Co-ordinating O&S	Co-ordinating O&S	Monitoring Scrutiny Recommendations	To ensure effective tracking and monitoring or recommendations from O&S Committees and how they relate to the wider Council including Council, Cabinet Members and Senior Officers.	Co-ordinating OSC to have oversight of tracking and monitoring of Scrutiny recommendations.	
Co-ordinating O&S	Co-ordinating O&S	Scrutiny Communications Strategy	To ensure effective engagement by Overview and Scrutiny in the work of Committees and that outcomes from Committee work is effectively communicated.	Discussed at Co-ordinating OSC meeting 18.11.22 when considering Corporate Communications Strategy	
CWG, Culture & Physical Activity OSC	Co-ordinating O&S	Culture Strategy 2023-2033 including the external review of culture.	This could be an opportunity for the committee to be involved/updated on the development of the strategy.	This item had not been able to be scheduled in 22-23	
CWG, Culture & Physical Activity	Co-ordinating O&S	The winter and limited closures, and the affordability for	To address concerns raised regarding this issue.	This item was identified in April 2023	

		heritage sites to be open.			
CWG, Culture & Physical Activity	Co-ordinating O&S	An update on the cultural sector.	To provide an update on the challenges faced by the cultural sector, including the Birmingham Museum Trust (BMT), and B:Music.	This item was identified in April 2023	
Health & Social Care	Co-ordinating O&S	Domestic Abuse	Co-ordinating O&S Resolution 17 February 2023: To ask scrutiny chairs to take back to their own committees how Domestic Abuse (DA) is relevant to their own Overview and Scrutiny Committees, consider how they can have an involvement and feed back to Coordinating Overview and Scrutiny Committee.	This had not been picked up in 2022-23	This also follows on from Council Resolution: 6 Dec 2022
CWG, Culture & Physical Activity	Co-ordinating O&S	CWG Legacy	Consider relevant CWG legacy	New for 2023-24 as previously undertaken by CWG, Culture and Physical Activity O&S Committee (no longer in place)	Neighbourhoods O&S will take the lead around CWG legacy in general, however legacy will also be integrated across all O&S Committees as relevant to their remit

Appendix 2: Cabinet Member Priorities 2023-24

Coordinating OSC

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
Leader	<ul style="list-style-type: none"> • Deliver a Sport Strategy that recognises diversity and provides inclusive opportunities for all residents to become more active including activity to: a) support grass roots sport particularly those with potential to increase activity in most inactive or disadvantages areas b) Seek investment and maximise opportunities to improve the quality and range of sporting and leisure facilities across the city c) Progress the capital works at the Alexander Stadium and secure partnerships that will deliver a sustainable stadium supporting both community activity and elite sport • Delivery of a Bold People Service Plan including <ul style="list-style-type: none"> a) Strategic priorities including Technology, Permanent Pay Equity (EBEB) and Organisation Change b) Fit for purpose / Short Term priorities including Health Safety and Wellbeing, Employee Relations, Employee Engagement, Talent Management, Performance management, Recruitment, MARS, Trade Union relations, Data Insight and analytics and Total Reward • Design and develop a ‘Big Conversation’ for Birmingham - a series of surveys and engagement activities - which will provide members of the public opportunities to share the lived experience, contribute to decision making and receive feedback. Including undertaking a citywide resident perception survey 	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
Deputy Leader	<p>Implementation of the Customer Service programme continuing to embed the adoption of user centred design principles across our customer service offerings to improve customer satisfaction and reduce complaints</p> <p>Ensure best in class services across the Council including action to:</p> <ul style="list-style-type: none"> a) Support divisions to complete best in class assessments to identify areas for improvement b) Review business processes to identify areas for learning, greater efficiency or use of automation <p>Lead, drive and support a brilliant performance focused culture across the Council, including actions to:</p> <ul style="list-style-type: none"> a) Develop Corporate Programme Management Office assurance framework to monitor delivery of transformation projects and medium term financial plan b) Deliver programme of priority reviews to inform improvement activity c) Impact assess programmes d) Further develop corporate performance framework, with specific attention on benchmarking, forecasting and wider use of online reporting tools <p>Build and embed a culture of data driven decision making, including actions to:</p> <ul style="list-style-type: none"> a) establish a Birmingham Data Charter b) Deliver a pipeline of data and insight publications as Birmingham City Council’s contribution to the City Observatory <p>To champion and lead on supporting our citizens with the Cost of Living; levelling up and devolution.</p>	
Cabinet Member for Children, Young People and Families	N/A	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
Cabinet Member for Digital, Culture, Heritage and Tourism	<p><u>Culture and Heritage inc. Libraries</u></p> <ul style="list-style-type: none"> • Deliver an annual International Birmingham Festival to celebrate our creative talent and to showcase arts and culture as part of the CWG legacy. • Provide support and assist the further development of arts and cultural organisations in Birmingham including delivery of a £4m CWG’s Legacy Grassroots Cultural Engagement Programme 2023-2025 • Commission a range of cultural engagement projects for residents across the city through themes and support other ‘one-off’ cultural projects such as Birmingham Heritage Week and Black History Month • Celebrate Birmingham’s history by supporting a network of signposted walks around the city, connecting our parks and green spaces, taking in key cultural and historic sites. • Develop a new 10-year cultural strategy for Birmingham in conjunction with ACE, NPOs and Local Arts Fora. • Review council funding support to arts and culture organisations • Finalise the Heritage Strategy for Birmingham and disseminate locally, regionally and nationally • Deliver a Full Business Case for the £5m reinstatement of Birmingham Museum and Art Gallery • Deliver feasibility appraisal and Cabinet Report for storage improvements at Museum Collection Centre • Develop a public art strategy for Birmingham. • Further develop the provision of services for screen production and filming in Birmingham to ensure continued investment in filming and television programming. 	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
	<ul style="list-style-type: none"> • Ensure continued improvements in accessing the Library of Birmingham and Community Library services across the city to facilitate learning, access to technology, youth engagement and employment and skills support. • Work with partners to deliver Major Events strategy attracting more international events to Birmingham including live music, exhibitions, dance and sport. <p>Digital</p> <ul style="list-style-type: none"> • Digital Strategy Year 2 – Delivery <ul style="list-style-type: none"> ○ Populate the data platform with key data sets, to enable us to leverage the power of data to make evidence-based decisions ○ Technical delivery of the Oracle programme phases (safe and compliant, stabilisation, and start of reset and optimisation) ○ Delivery of the RPA programme as part of the financial sustainability work ○ Delivery of the technology enablement programme to ensure we have the best technology to support council services. ○ Investment business case to come to cabinet: <ul style="list-style-type: none"> ▪ End user devices and inclusive access to council systems ▪ Networks and security ▪ Website • Digital Inclusion Strategy Year 2 – Delivery • Facilitate the roll-out of full fibre broadband across the city to ensure businesses and residents have full access to up-to-date digital services • Maintain the city-wide computer loans service delivered through the Pure project • Maintain the Birmingham Device Bank to enable citizens to access for recycled computer devices. 	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
	<ul style="list-style-type: none"> • Distribute 3700 new devices to vulnerable citizens • Map places with free Wi-Fi across the city • Enable older people in care homes and day centres to have access to free internet led by NHS. • delivery of the Summer of Skills from 11 libraries supporting citizens to gain access to digital skills and devices. • Support the Children’s Trust to secure a competitive social tariff for care leavers • Raising the awareness and amplifying the availability of digital skills courses, resulting in increased numbers of citizens taking up digital skills training. • supporting organisations to access funding as well as attracting a further £1.1 million funding from the WMCA for devices • Developing the Data Charter –statement of intent for sharing open data by cross sector organisations • Encourage data sharing between organisations to bring innovation and to reduce duplication of effort. • Further develop Birmingham’s Digital Partnership a strategic alliance of city organisations working with BCC to provide effective leadership to tackle the city challenges through digital technology. The partnership is a collaborative and open membership, focused on bringing organisations together to solve the city’s grand challenges. The aim is to establish Birmingham as a leading international digital city - a Digital Birmingham. • Enhance links with academic institutions in and around the Digital Quarter. 	
Cabinet Member for Environment	N/A	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
Cabinet Member for Finance and Resources	N/A	
Cabinet Member for Health & Social Care	N/A	
Cabinet Member for Housing & Homelessness	N/A	
Cabinet Member for Social Justice, Community Safety and Equalities	<ul style="list-style-type: none"> • Everyone’s Battle, Everyone’s Business. What has EBEB achieved within the council and externally, what challenges have we faced in implementing our equalities action plan, and what lessons should we learn for the next stage of its development? • Celebrating Diversity. What cultural events do we support and how effectively does this reflect the diversity of our city? What are the most effective ways to support community cohesion and inclusion through community and cultural events? What lessons should we apply to our future work in this area? • Third Sector Partnerships. How are we engaging with the third sector through our Cost of Living Programme, for example in Warm Welcome Spaces and Foodbanks? What can we learn from this approach and apply across the council, and how can build on the work and strengthen these partnerships further? • Tackling Inequality. Birmingham City Observatory is now publishing much more detailed and extensive information about equality and diversity information across the city. What are we learning, how is this being applied across the council, and how are we working with partners to create value from the Observatory? 	

Cabinet Member	Priorities	Associated Dates – information on associated dates will be provided at (or before) the OSC meeting
Cabinet Member for Transport	N/A	

UPDATED Appendix 2: Cabinet Member Priorities 2023-24

Coordinating OSC

Cabinet Member	Priorities	Associated Dates
Leader	<ul style="list-style-type: none"> • Deliver a Sport Strategy that recognises diversity and provides inclusive opportunities for all residents to become more active including activity to: a) support grass roots sport particularly those with potential to increase activity in most inactive or disadvantages areas b) Seek investment and maximise opportunities to improve the quality and range of sporting and leisure facilities across the city c) Progress the capital works at the Alexander Stadium and secure partnerships that will deliver a sustainable stadium supporting both community activity and elite sport • Delivery of a Bold People Service Plan including <ul style="list-style-type: none"> a) Strategic priorities including Technology, Permanent Pay Equity (EBEB) and Organisation Change b) Fit for purpose / Short Term priorities including Health Safety and Wellbeing, Employee Relations, Employee Engagement, Talent Management, Performance management, Recruitment, MARS, Trade Union relations, Data Insight and analytics and Total Reward • Design and develop a 'Big Conversation' for Birmingham - a series of surveys and engagement activities - which will provide members of the public opportunities to share the lived experience, contribute to decision making and receive feedback. Including undertaking a citywide resident perception survey 	<p>27.06.23 Cabinet Report Provision of a Games Village Accommodation and Hospitality For The International Blind Sport Federation (IBSA) World Games 2023</p> <p>25.07.23 Cabinet Report Job Evaluation</p>

Deputy Leader	<p>Implementation of the Customer Service programme continuing to embed the adoption of user centred design principles across our customer service offerings to improve customer satisfaction and reduce complaints</p> <p>Ensure best in class services across the Council including action to:</p> <ul style="list-style-type: none"> a) Support divisions to complete best in class assessments to identify areas for improvement b) Review business processes to identify areas for learning, greater efficiency or use of automation <p>Lead, drive and support a brilliant performance focused culture across the Council, including actions to:</p> <ul style="list-style-type: none"> a) Develop Corporate Programme Management Office assurance framework to monitor delivery of transformation projects and medium term financial plan b) Deliver programme of priority reviews to inform improvement activity c) Impact assess programmes d) Further develop corporate performance framework, with specific attention on benchmarking, forecasting and wider use of online reporting tools <p>Build and embed a culture of data driven decision making, including actions to:</p> <ul style="list-style-type: none"> a) establish a Birmingham Data Charter b) Deliver a pipeline of data and insight publications as Birmingham City Council's contribution to the City Observatory <p>To champion and lead on supporting our citizens with the Cost of Living; levelling up and devolution.</p>	
Cabinet Member for Children, Young People and Families	N/A	
Cabinet Member for Digital, Culture, Heritage and Tourism	<p><u>Culture and Heritage inc. Libraries</u></p> <ul style="list-style-type: none"> • Deliver an annual International Birmingham Festival to celebrate our creative talent and to showcase arts and culture as part of the CWG legacy. 	<p>August 2023 First festival to be delivered</p>

	<ul style="list-style-type: none"> • Provide support and assist the further development of arts and cultural organisations in Birmingham including delivery of a £4m CWG's Legacy Grassroots Cultural Engagement Programme 2023-2025 • Commission a range of cultural engagement projects for residents across the city through themes and support other 'one-off' cultural projects such as Birmingham Heritage Week and Black History Month • Celebrate Birmingham's history by supporting a network of signposted walks around the city, connecting our parks and green spaces, taking in key cultural and historic sites. • Develop a new 10-year cultural strategy for Birmingham in conjunction with ACE, NPOs and Local Arts Fora. • Review council funding support to arts and culture organisations • Finalise the Heritage Strategy for Birmingham and disseminate locally, regionally and nationally • Deliver a Full Business Case for the £5m reinstatement of Birmingham Museum and Art Gallery • Deliver feasibility appraisal and Cabinet Report for storage improvements at Museum Collection Centre • Develop a public art strategy for Birmingham. • Further develop the provision of services for screen production and filming in Birmingham to ensure continued investment in filming and television programming. • Ensure continued improvements in accessing the Library of Birmingham and Community Library services across the city to facilitate learning, access to technology, youth engagement and employment and skills support. • Work with partners to deliver Major Events strategy attracting more international events to Birmingham including live music, exhibitions, dance and sport. <p>Digital</p> <ul style="list-style-type: none"> • Digital Strategy Year 2 – Delivery <ul style="list-style-type: none"> ○ Populate the data platform with key data sets, to enable us to leverage the power of data to make evidence-based decisions 	<p>Summer 2023</p> <p>25.07.23 Cabinet Report Birmingham Museum and Art Gallery - Redisplay and Reopening 2025 Full Business Case</p>
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	<ul style="list-style-type: none"> ○ Technical delivery of the Oracle programme phases (safe and compliant, stabilisation, and start of reset and optimisation) ○ Delivery of the RPA programme as part of the financial sustainability work ○ Delivery of the technology enablement programme to ensure we have the best technology to support council services. ○ Investment business case to come to cabinet: <ul style="list-style-type: none"> ▪ End user devices and inclusive access to council systems ▪ Networks and security ▪ Website <ul style="list-style-type: none"> • Digital Inclusion Strategy Year 2 – Delivery • Facilitate the roll-out of full fibre broadband across the city to ensure businesses and residents have full access to up-to-date digital services • Maintain the city-wide computer loans service delivered through the Pure project • Maintain the Birmingham Device Bank to enable citizens to access for recycled computer devices. • Distribute 3700 new devices to vulnerable citizens • Map places with free Wi-Fi across the city • Enable older people in care homes and day centres to have access to free internet led by NHS. • delivery of the Summer of Skills from 11 libraries supporting citizens to gain access to digital skills and devices. • Support the Children’s Trust to secure a competitive social tariff for care leavers • Raising the awareness and amplifying the availability of digital skills courses, resulting in increased numbers of citizens taking up digital skills training. • supporting organisations to access funding as well as attracting a further £1.1 million funding from the WMCA for devices • Developing the Data Charter –statement of intent for sharing open data by cross sector organisations • Encourage data sharing between organisations to bring innovation and to reduce duplication of effort. 	<p>27.06.23 Cabinet Report Digitally Enabled Council: Robotic Process Automation (RPA)</p> <p>27.06.23 Cabinet Report Digital Inclusion - Year One</p>
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	<ul style="list-style-type: none"> • Further develop Birmingham's Digital Partnership a strategic alliance of city organisations working with BCC to provide effective leadership to tackle the city challenges through digital technology. The partnership is a collaborative and open membership, focused on bringing organisations together to solve the city's grand challenges. The aim is to establish Birmingham as a leading international digital city - a Digital Birmingham. • Enhance links with academic institutions in and around the Digital Quarter. 	
Cabinet Member for Environment	N/A	
Cabinet Member for Finance and Resources	N/A	
Cabinet Member for Health & Social Care	N/A	
Cabinet Member for Housing & Homelessness	N/A	
Cabinet Member for Social Justice, Community Safety and Equalities	<ul style="list-style-type: none"> • Everyone's Battle, Everyone's Business. What has EBEB achieved within the council and externally, what challenges have we faced in implementing our equalities action plan, and what lessons should we learn for the next stage of its development? • Celebrating Diversity. What cultural events do we support and how effectively does this reflect the diversity of our city? What are the most effective ways to support community cohesion and inclusion through community and cultural events? What lessons should we apply to our future work in this area? 	Ongoing monitoring of action plan

	<ul style="list-style-type: none"> • Third Sector Partnerships. How are we engaging with the third sector through our Cost of Living Programme, for example in Warm Welcome Spaces and Foodbanks? What can we learn from this approach and apply across the council, and how can build on the work and strengthen these partnerships further? • Tackling Inequality. Birmingham City Observatory is now publishing much more detailed and extensive information about equality and diversity information across the city. What are we learning, how is this being applied across the council, and how are we working with partners to create value from the Observatory? 	
Cabinet Member for Transport	N/A	

Performance and Improvement Summary

Coordinating Overview and Scrutiny Committee

This document provides a high-level summary of:

- The strategic and organisational context, including the Corporate Plan 2022-26, city and citizen outcome indicators, and a summary of external factors impacting on the remit of this Committee.
- A summary of key delivery milestones and performance indicators against Corporate Plan priorities, and directorate priorities for 2023/24 relevant to the remit of this Committee.
- Transformation and improvement activity relevant to the remit of this committee.

Programmes, Performance, and Improvement Division

June 2023



1. STRATEGIC AND ORGANISATIONAL CONTEXT

1A. CORPORATE PLAN 2022-26

An overview of the Corporate Plan 2022-26.

In October 2022, the City Council approved the Corporate Plan 2022-2026 that sets out the organisation's vision and strategic priorities. These priorities are aligned to six themes: Prosperous, Inclusive, Safe, Healthy, Green, and being a Best-in-Class Council. The Plan provides the context for improvement and transformation activity and a framework for the organisation's business planning.

The Corporate Performance and Delivery Plan (CPDP), updated each year, provides a summary of the key delivery milestones and performance measures that are used to demonstrate delivery and performance against the Corporate Plan priorities. The CPDP provides the basis for quarterly reporting to the Corporate Leadership Team (CLT) and Cabinet. The CPDP does not include the totality of the Council's delivery activity but summarises key activity from Directorate Business Plans, delivery strategies, and transformation agendas.

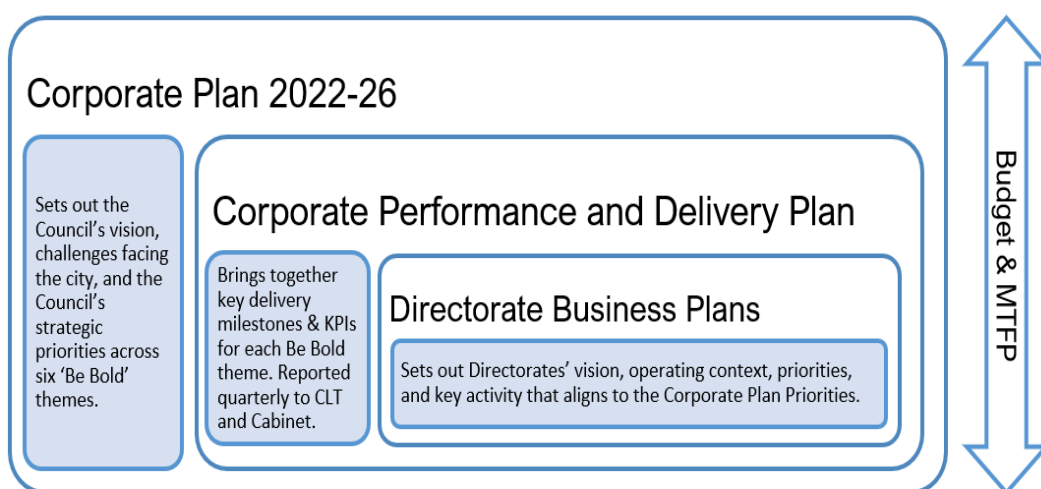


Diagram showing an overview of the Corporate Plan 2022-26:

GRAND CHALLENGES		OUR RESPONSE: BE BOLD OUTCOMES	PRIORITIES
Equality and Inclusion	Unemployment, skills and the local economy	A BOLD PROSPEROUS BIRMINGHAM	1. Support inclusive economic growth 2. Tackle unemployment 3. Attract inward investment and infrastructure 4. Maximise the benefits of the Commonwealth Games
	Opportunities for children and young people	A BOLD INCLUSIVE BIRMINGHAM	5. Tackle poverty and inequalities 6. Empower citizens and enable the citizen voice 7. Promote and champion diversity, civic pride and culture 8. Support and enable all children and young people to thrive
	Community resilience, cohesion and living standards	A BOLD SAFE BIRMINGHAM	9. Make the city safer 10. Protect and safeguard vulnerable citizens 11. Increase affordable, safe, green housing 12. Tackle homelessness
	Health and wellbeing	A BOLD HEALTHY BIRMINGHAM	13. Tackle health inequalities 14. Encourage and enable physical activity and healthy living 15. Champion mental health 16. Improve outcomes for adults with disabilities & older people
	Climate Emergency	A BOLD GREEN BIRMINGHAM	17. Improve street cleanliness 18. Improve air quality 19. Continue on the Route to Net Zero 20. Be a City of Nature
		A BOLD BEST IN CLASS COUNCIL	21. Delivering a Bold Best in Class Council

1B. CITY OBSERVATORY SNAPSHOT

A snapshot of key city and citizen outcome data from the City Observatory that is relevant to the remit of this Committee (data extracted May 2023). Other measures are available:

www.cityobservatory.birmingham.gov.uk.

Given its primary focus on internal functions of the Council, there is currently limited City Observatory data available that is pertinent to the remit of the committee.

However, the wide range of external contextual and outcome data that is available on the City Observatory may be useful in relation to various elements of the Committee's work programme, for example linked to digital inclusion, and this can be provided as required.

1C. EXTERNAL ENVIRONMENT

A summary of key events and changes to the external operating environment that is relevant to the remit of this Committee, including changes in national policy or regulatory frameworks.

Council Transformation activity

The Council continues with its Transformation Programme which was originally formed as a result of the 'Investing in Our Future' Cabinet report in January 2020. A set of programmes were brought together that were aimed at improving and driving change in different areas of the Council.

The Programme has since evolved and now includes 38 programmes that are primarily linked to the delivery of savings as well as improving and driving change and which encompass the 3 priorities of People, Place and Council. These include a) increasing pace and scale of growth; b) moving from Crisis to Prevention; and c) achieving a best-in-class council.

External review and scrutiny

There has been an increase in the number of public interest reports from the Local Government & Social Care and Housing Ombudsmen in the last year and some changes to the regulatory framework, including the new Care Quality Commission process and the new Regulator for Social Housing. There are also likely to be a number of external statutory duty inspections expected to take place in 2023.

Partnerships and External Engagement

Many of our key external partners are themselves facing significant environmental challenges, including from inflationary pressures, associated industrial disputes, and pressures caused by the Cost of Living crisis. For example, the NHS faces severe pressure on capacity and budgets at the same time as implementing significant transformation activity through the Integrated Care Partnership and has also experienced a number of strikes which are both disruptive and expensive.

We continue to work closely with WMCA on key agendas including supporting the development of the West Midlands Local Transport Plan through the implementation of the Birmingham Transport Plan (which will act as the Local Area Strategy for Birmingham), and on the delivery of other transport and development projects. The latest devolution deal, announced at the March 2023 Budget will bring changes to the way that Birmingham City Council works with the Combined Authority and delivers its own functions, including scrutiny and accountability.

2. PERFORMANCE AND DELIVERY

2A. 2022-23 PERFORMANCE FOR KEY DELIVERY MILESTONES

An overview of 2022-23 performance for key delivery activity (from the CPDP) that is relevant to this Committee (as reported Cabinet on a quarterly basis). Information is accurate as of 26th May and may be subject to change.

RAG Rating	RAG Definition
	Action has been achieved (and cannot be reversed)
	Action on course to be delivered as originally planned or at revised scope/scale agreed with CLT and Cabinet Member

RAG Rating	RAG Definition
	Risk of action not being delivered as planned. Root causes of delivery risk have been identified and mitigating actions are in place to resolve
	Risk of action not being achieved as planned. Root causes of delivery risk are not clear and/or mitigating actions are not in place to resolve
	RAG not applicable

			2022-23 BRAG status			
Corporate Plan Theme	Directorate	Activity	Q1	Q2	Q3	Q4
Inclusive	City Operations	Deliver improvements to Alexander Stadium (as part of post-Games works) to provide an enhanced facility for local people and visitors.				
Inclusive	City Operations	Adopt a Visitor Destination Plan to support tourism in the city				
Inclusive	City Operations	Refresh the Heritage Strategy, including undertaking consultation to ensure we reflect on the contribution from the city's different communities in telling the Birmingham story.				
Inclusive	City Operations	Review cultural events and implement the Major Sporting Events Strategy 2022-32 to deliver key sporting and cultural events, ensuring that major events in the city promote the city's unique heritage and identity as a welcoming, youthful, and diverse place.				
Inclusive	City Housing	Contribute to the Council's overarching anti-poverty agenda: commence a review and refresh of the Financial Inclusion Strategy and Financial Inclusion Partnership process to support our tenants to sustain themselves and their household.				
Inclusive	Strategy, Equality and Partnerships	Develop a corporate Public Participation Strategy, ensuring citizens from across the city and communities are able to describe their experiences and perceptions on priorities and how we are delivering them				
Inclusive	Strategy, Equality and Partnerships	Develop citizen survey to measure citizens' experiences and perceptions on priorities and delivery, making sure it is accessible to all communities across the city.				
Best in Class	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: amplify messaging on Living Wage City				
Best in Class	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: review and refresh Faith Covenant				
Best in Class	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: Promote, monitor and support the Armed Forces Partnership to deliver the Birmingham Armed Forces Covenant.				
Best in Class	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: plan and deliver programme of cultural, faith and other key significant events to build community cohesion				
Best in Class	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: implement refreshed action plan of activity throughout 2022/23				

			2022-23 BRAG status			
Corporate Plan Theme	Directorate	Activity	Q1	Q2	Q3	Q4
Best in Class	Strategy, Equality and Partnerships	Develop and deliver a communications strategy aligned to the Corporate Plan priorities, supporting the delivery of Be Bold Be Birmingham with specific campaigns aligned to the five priorities.				
Best in Class	Strategy, Equality and Partnerships	Develop and publish Ward Profiles and City Outcome Indicators (linked to Levelling Up) through the City Observatory - (b) Formal public launch of the City Observatory data repository with City Outcome Indicators				
Best in Class	Strategy, Equality and Partnerships	Develop strengthened partnership working focusing partner efforts on Levelling Up activity - (a) Revised governance framework and clarity of partnership priorities, aligned to the Levelling up strategy, for the City Partnership				
Best in Class	Strategy, Equality and Partnerships	Develop strengthened partnership working focusing partner efforts on Levelling Up activity - (b) An agreed Memorandum of Understanding with Birmingham Universities around linking academic insight to corporate projects by end of June 2022				
Inclusive	Strategy, Equality and Partnerships	Declare a cost-of-living emergency and establish a cost-of-living programme aligned to People, Public & Voluntary Sector, Business and Places.				
Inclusive	Commonwealth Games	Deliver projects that promote inclusivity and culture as part of Games activity, including extending Games events to deprived wards, through the Creative City programme, to support and strengthen the relationship between arts organisations and communities				
Inclusive	Children & Families	Set out how it will support those in need using a further allocation of the Household Support Fund (HSF), with the focus on essential goods, food, energy, and water and those in arrears.				
Prosperous	Place, Prosperity & Sustainability	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme. a) Establishment of East Birmingham ICS Locality Forum				
Prosperous	Place, Prosperity & Sustainability	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme b) Completion of East Birmingham Impact and Monitoring Framework				
Prosperous	Place, Prosperity & Sustainability	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme c) Completion of USE-IT Transfer Network project				
Prosperous	Place, Prosperity & Sustainability	Continue to implement Phase 1 of the East Birmingham Inclusive Growth Programme d) Dolphin Centre practical completion (a joint capital proposal for a Youth Hub alongside refurbishment of this as a community asset)				
Best in Class	Council Management	Develop and implement a council-wide Performance Framework to ensure grip and pace is being achieved across the organisation, and opportunities for improvement are identified.				

			2022-23 BRAG status			
Corporate Plan Theme	Directorate	Activity	Q1	Q2	Q3	Q4
Best in Class	Council Management	Lead implementation of Council's Digital Strategy to ensure we make the best use of technology as an organisation. a) Introduce new Strategic governance model for the Strategy b) Deliver activities within the delivery plan for 2022-23				
Best in Class	Council Management	Delivery of Year 1 Customer Service programme to support implementation of the Council's Customer Service strategy including support to services to be more customer-focussed through better use of technology, new delivery models and simplified processes.				
Best in Class	Council Management	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models in order to better meet customer needs and best execute the organisation's strategic priorities. e) IT&D Target Operating Model				

2B. 2022-23 PERFORMANCE FOR CORPORATE PLAN KPIS

An overview of 2022-23 performance for Corporate Plan key performance indicators (KPIs) that are relevant to the remit of this Committee (as reported to Cabinet on a quarterly basis). Information is accurate as of 26th May and may be subject to change.

RAG Rating	RAG Definition
	Performance is equal to or better than target
	Performance is lower than target but better or equal to tolerance
	Performance is below tolerance
	RAG not applicable

			2022-23 RAG status			
Corporate Plan Theme	Directorate	Measure Title	Q1	Q2	Q3	Q4
Inclusive	City Operations	Maximising income for citizens: a) total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service				
Inclusive	City Operations	Maximising income for citizens: b) total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council				
Inclusive	City Operations	Number of residents engaged in arts activity projects commissioned by the Cultural Development Service (reported annually)				
Inclusive	Commonwealth Games	Number of community and cultural projects and events held in Birmingham via the funding programmes				

			2022-23 RAG status			
Corporate Plan Theme	Directorate	Measure Title	Q1	Q2	Q3	Q4
Inclusive	Strategy, Equality & Partnerships	Average monthly impressions across all social media published by BCC Corporate Communications Team	N/A	1,472,092	851,733	907,246
Inclusive	Strategy, Equality & Partnerships	Average opens of Birmingham eBulletin	N/A	23,935	24,628	24,491
Best in Class	Council Management	Number of customers registering satisfaction with the Council (through the Customer Satisfaction process)				
Best in Class	Council Management	% of customer / citizen complaints responded to within SLA				
Best in Class	Council Management	Complaints received per 1,000 residents				
Best in Class	Council Management	% of ombudsmen complaints upheld	25.53%	32%	34.67%	40.66%

2C. DIRECTORATE PRIORITIES FOR 2023-24

An overview of Directorate delivery priorities for 2023-24 that are relevant to the remit of this Committee.

CITY OPERATIONS

Directorate Vision Statement extract

- Visitors to think that they would like to live here and for Birmingham to be a UK tourism and events destination improving the international profile and economic benefit to the city.

STRATEGY, EQUALITY AND PARTNERSHIPS

Directorate Vision Statement extract

Our aim is to create the conditions that enable the organisation to **achieve impact and outcomes** for Birmingham. We lead the use of **evidence and insight**, establishing a best-in-class approach to using data for the benefit of our citizens. We also put **partnership working** at the heart of everything we do, **engaging across the public, private and VCFSE sectors** so that we can increase our reach and impact and respond better to the needs of our diverse communities.

Challenging the status quo, we promote an environment that encourages **diversity of thinking** and tests our existing ways of working. We support **organisational transformation** and increased speed of response, incubating and accelerating new ideas, projects and programmes of work.

COUNCIL MANAGEMENT

Directorate priorities

- Ensure best in class services within Council Management and lead across the Council
- Deliver a suite of enabling services to form a comprehensive offer for the Council

- Driving the Council's digital strategy
- Ensuring we put Citizens first in everything we do
- Leading, driving and supporting a brilliant performance focused culture across the Council
- Governance and Assurance: Making things simple and safe

2D. KEY DELIVERY MILESTONES FOR 2023-24

An overview of 2023-24 key delivery activity (from the CPDP) that is relevant to the remit of this Committee. Information is accurate as of 26th May and may be subject to change.

Corporate Plan Theme	Directorate	Delivery Activity/Milestone
Healthy	City Operations	Deliver a Sport Strategy that recognises diversity and provides inclusive opportunities for all residents to become more active.
Prosperous	City Operations	An annual Birmingham Festival that will be a meaningful legacy from the Commonwealth Games – showcasing the city's cultural offer, increasing engagement in culture and, raising the profile and economy of the city through increased tourism
Prosperous	City Operations	Position Birmingham as a world-renowned major event hosting city.
Inclusive	City Operations	Raise the cultural profile and ambition of the city including developing a new cultural strategy and culture compact (partnerships to support the local cultural sector).
Inclusive	City Operations	Commission a range of cultural engagement projects for residents across the city including through three commissioning themes – 'Culture on our Doorstep', 'Next Generation' and 'Cultural Leadership'.
Inclusive	City Operations	Complete refresh of the Heritage Strategy.
Inclusive	City Housing	Integrate the current Financial Inclusion Partnership and strategy into the Cost-of-Living Programme and deliver objectives set out in the Housing Strategy relating to financial Inclusion.
Inclusive	Strategy, Equality and Partnerships	Evaluate delivery of the Cost-of-Living Emergency Response Programme, to emerge lessons learnt and to develop options for longer term actions.
Inclusive	Strategy, Equality and Partnerships	Design and develop a 'Big Conversation' for Birmingham - a series of surveys and engagement activities which will provide members of the public opportunities to share their lived experience, contribute to decision making and receive feedback.
Inclusive	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: plan and deliver programme of cultural, faith and other key significant events to build community cohesion
Inclusive	Strategy, Equality and Partnerships	Everyone's Battle, Everyone's Business: implement refreshed action plan of activity throughout 2023/24
Best in Class	Strategy, Equality and Partnerships	Develop and deliver a communications strategy aligned to the Corporate Plan priorities.
Best in Class	Strategy, Equality and Partnerships	Build and embed a culture of data driven decision making.
Inclusive	Council Management	Progress delivery of the Digital Inclusion Strategy.
Best in Class	Council Management	Deliver year 2 of the Customer Service programme.

Corporate Plan Theme	Directorate	Delivery Activity/Milestone
Best in Class	Council Management	Introduce a corporate approach for assessing and improving services to become <i>best in class</i>
Best in Class	Council Management	Drive the Council's Digital Strategy
Prosperous	Place, Prosperity, Sustainability	East Birmingham Inclusive Growth Programme - continue to implement phase 1

3. IMPROVEMENT AND CHANGE

3A. TRANSFORMATION PROGRAMMES

An overview of major change and transformation programmes that are relevant to the remit of this Committee.

CROSS-DIRECTORATE

Customer Service and Automation

- The programme has responsibility for the implementation of the Customer Service Strategy and to embed how the Council delivers its services to citizens through all access channels.
- The programme has now been extended to include automation elements.

Best In Class

- The programme will develop and trial a tool and approach that can be used by services across the council to assess where they are today against a set of Best-in-Class principles and hallmarks.

New ways of Working

- To implement working practices, technology, and facilities to enable all staff to operate in a fully agile way, creating an organization that is more responsive, efficient and effective by ensuring our teams have the capability, confidence and tools to continue to work where, when and how they choose, with maximum flexibility and minimum constraints to optimise their performance in support of those we serve.
- A paper highlighting the Route to Green with a revised budget and timescale will be presented to Programme Board and Fit for the Future Governance Board in April.

Early Intervention and Prevention

- Cross cutting programme to align and strengthen services that address the root causes of issues that drive citizens into crisis
- Aim to build independence and resilience and shift demand away from statutory services.
- Programme delivered across three core pillars: Overall Early Intervention & Prevention Function, Homes & Money Accelerator, Library Experience Accelerator (now aligning with the EI&P Place Based

Centres of Expertise

- Building on progress made to date with consolidating business support roles and, considering the size and complexity of the organization, there are pockets of duplicated functions across the organization which could benefit from consolidation into centres of expertise.

Cost of Living Crisis Response

- The programme was initiated in October 2022, following the Council's declaration of a cost-of-living emergency and approval of a Cabinet report to establish priorities, funding and governance.
- Programme workstreams include – Warm welcome, increased access to benefits, energy, food provision and support to council staff.
- Key successes of the programme include the establishment of 200 Warm Welcome Spaces and funding for over 100 food projects across the city.

3C. OVERVIEW AND SCRUTINY RECOMMENDATIONS

A summary of recent Overview and Scrutiny Committee recommendations that are relevant to the remit of this Committee.

Ukraine Response Task and Finish Group

- The Task and Finish group convened in February 2023 and held four detailed evidence sessions where it invited council officers, Ukrainian guests, hosts and community organisations to talk through their experience and also to answer questions from the Group. This has been in addition to reviewing detailed written information.
- Findings and recommendations were presented to Cabinet in April and covered engagement with local community groups and the response as well as:
 - Engagement with PwC & the Refugee Resettlement Solution (database)
 - Award of Refugee Action Contract
 - Delivery of support - Refugee Action performance
 - Delivery of support - Reflections of guests, hosts, and community organisations
 - Overall level of support by Birmingham City Council