

BIRMINGHAM CITY COUNCIL

CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE

FRIDAY, 10 DECEMBER 2021 AT 10:00 HOURS
IN BMI MAIN HALL, 9 MARGARET STREET, BIRMINGHAM, B3 3BS

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 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

To receive any apologies.

3 DECLARATIONS OF INTERESTS

Members are reminded that they must declare all relevant pecuniary and non pecuniary interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared a Member must not speak or take part in that agenda item. Any declarations will be recorded in the minutes of the meeting.

3 - 8

4 ACTION NOTES

To confirm Action Notes from the meeting that was held on 15 October 2021.

9 - 22

5 UPDATE ON ELECTIONS BILL AND 2023 PARLIAMENTARY CONSTITUENCY BOUNDARY REVIEW

Robert Connelly, Assistant Director Legal and Governance, will present the item.

23 - 138

6 CUSTOMER SERVICE STRATEGY

Wendy Griffiths, Assistant Director of Customer Services and Business Support, will present the item.

7 **WORK PROGRAMMES**

For information.

8 **DATE AND TIME OF NEXT MEETING**

The next meeting is scheduled to take place on Friday 21 January in the Main Hall BMI

9 **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).

10 **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.

11 **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'.

BIRMINGHAM CITY COUNCIL

CO-ORDINATING O&S COMMITTEE – PUBLIC MEETING

**1000 hours on Friday 15th October 2021, BMI Main Hall, 9 Margaret Street,
Birmingham, B3 3BS**

Action Notes

Present:

Councillor Carl Rice (Chair)

Councillors: Deirdre Alden, Mick Brown, Debbie Clancy, Roger Harmer, Narinder Kaur Kooner, Ewan Mackey, Saima Suleman

Also Present:

Cllr Brigid Jones, Deputy Leader

Rebecca Hellard, Director of Council Management

Wendy Griffiths, Assistant Director of Customer Services and Business Support

Peter Bishop, Director of Digital and Customer Services

Emma Williamson, Head of Scrutiny Services

Christian Scade, Interim Head of Scrutiny Services

Daniel King, National Management Trainee

1. NOTICE OF RECORDING/WEBCAST

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2. APOLOGIES

Cllr Liz Clements and Cllr Mick Brown gave apologies for the meeting.

3. APPOINTMENT OF COMMITTEE MEMBERS

The Committee noted the appointment of Councillors Mick Brown and Saima Suleman to the Committee

4. DECLARATION OF INTERESTS

None declared.

5. UPDATE FROM DEPUTY LEADER: CUSTOMER SERVICES, DIGITAL INCLUSION AND PERFORMANCE FRAMEWORK

ITEM 5A: OS COMPLAINTS UPDATE

Cllr Brigid Jones, Deputy Leader, introduced the report on customer services and stated that the new system had come out of the work that Scrutiny had done a few years ago, and measures were now in place to deal with those issues uncovered. At the stage where the council is now, the Council are starting to get useful information out of the centralised complaint system, which enabled learning from mistakes.

The Assistant Director (AD) of Customer Services and Business Support, Wendy Griffiths, then gave a presentation to the Committee outlining the key challenges which customer services faced in combining separate customer complaints systems, and noted that sometimes complaints were not being captured in any of those systems. The old system didn't give a good understanding of issues or the ability to see the whole picture. The new system had three clear tasks, understanding current performance, exploring service delivery to look at root causes, and understanding how to make sure officers respond to members enquiries. Post launch and five months after employing 29 staff, there are some good quality reports coming through.

Commitment to clear the service area backlog by December was given. The Council should be able to reduce complaints by 300 a month and a root cause analysis is going to make the real difference to customers. A number of citizen feedback sessions had some good feedback on clarity of process. There was also feedback that said the complaint process is still delayed and in some cases the quality of response is not where it needs to be.

There were more complaints than two years ago but fewer than last year, probably due to the pandemic. But there are more complaints being turned around within 15 days, and more being closed at stage 1, than in previous years. The top three areas of complaints: housing repairs, missed refuse collections, and council tax.

There is a focus on the root cause of complaints, for example, tackling missed assisted collections for people who cannot pull the bins out themselves. Refuse crews would be given a printed list, and temporary staff struggled keeping up the process. But the 'Slab in the cab' will result in data being sent directly to the vehicles, to flag in real time which bin is for assisted collection. That should reduce complaints by 140 a week in terms of missed collections.

In the ensuing debate the following points were made:

- There is a need to first address the root cause of issues, which the new system allows the council to address, to meaningfully and proactively reduce the number of complaints that customer services must deal with.

- Currently many residents are waiting over 15 working days to hear back from customer services, and when they send reminders, this period begins again.
- Members of the public are not going to read a customer service strategy; they take satisfaction levels from their direct personal experiences, and some are still not very good. The feedback is that the Council is not taking ownership of customer service at the ground level in frontline services, and this will take a while to fix.
- The AD for Customer Services said that the issue suggests that there are wider HR questions about how the Council are inducting new staff, how it deals with temporary staff, and is the Council refreshing those skills for people who have worked for the Council for many years, when was their last training session?
- It was suggested that missed assisted collections are simply far too high currently and serious work will be needed to reduce them, but the AD noted that the size of the problem only has the visibility it has because of the new customer service system. Before complaints were centralised, the problems with assisted collections were not known, because the complaints ended up in different areas.
- Whilst one member said they were glad the council is trying to figure out what is going wrong, they noted their dissatisfaction with the way the Council is going about it. When residents ask for something it is because the system is broken and they need a quick reply, sometimes they need to speak to a human being who can fix it.
- The Chair acknowledged the need for service leads to come together to discuss what they do with the data they are receiving, and for a separate meeting with Cabinet members where there are issues in their portfolio.
- It was agreed that in an emergency case Members should be able to bypass the complaint system.
- One member asks that if response time has varied between departments, can data on response time by department be shared? Can good practice be shared across departments from the departments that are performing well?
- It was also noted that the level of communication customers receive back from the council is as important as getting a prompt response. Is the use of language and the forms using fit for purpose?

ITEM 5B: PROGRESS UPDATE ON BROADBAND IN THE CITY

Director of Digital and Customer Services, Peter Bishop, introduced the report on broadband in the city. It was noted that working on full fibre access in the city and ensuring they were no 'not spots' is important for economic development. There is to be a consultation over whether the Council will actively intervene in the market and put more fibre in the ground. Central Government announced the Midlands will have significant investment in giga-bit technology, although it is not clear how much yet. Virgin and Openreach are considering investing in Birmingham. Members made the following points:

- A priority will be intervening in housing to secure fibre connectivity into large housing blocks so residents can access fast internet. But it is difficult to influence companies to invest in the parts of the city it is needed as these may not be commercially viable for private sector investment.
- The need to engage with a third party which specialises in low-cost fibre connectivity was noted.
- The Chair stated that in the initial stages of lockdown we realised how important digital access is, quality of life is improved as a result of connectivity.
- It was noted that the monopoly of BT/Openreach means there is no real competition in the market. However, in smaller cities such as Coventry, Peterborough, and Hull, they have managed to procure contracts for fibre connection with third party entrants into the market.
- Birmingham's size works against it when trying to find a cheaper third-party alternative, and what the Council is willing to put into the pot to contribute needs to be considered.

ITEM 5C: PERFORMANCE REVIEW

Director of Council Management, Rebecca Hellard, introduced the report on performance reporting, stating there were three different elements, the Key Performance Indicators (KPIs) that are shown in the monitoring reports, the deliverables in the Delivery Plan for May 2022, and the transformation programme attributed to each director. These give the Council absolute clarity and accountability of ownership.

It was noted that financial reporting would be aligned with performance reporting . Although, performance would not be monitored on a monthly basis like there is for finance, as more time is required to make a performance forecast. The aim is to make data more accessible for residents to see. Making it more visible means it is easier to call officers and members to account, which in turn should encourage improvements in service.

6. WORK PROGRAMME

The work programme was noted.

7. REQUESTS FOR CALL IN

None received

8. OTHER URGENT BUSINESS

None.

9. AUTHORITY TO CHAIR AND OFFICERS

RESOLVED:

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

Information Briefing

Report from:

Robert Connelly
Returning Officer

Date:

10 December 2022

Update on Elections Bill and 2023 Parliamentary Constituency Boundary Review.

1. Purpose of the report

- 1.1 The purpose of this report is to provide members with an update on the Elections Bill, which includes the introduction of voter ID cards, and the 2023 Parliamentary Constituency Review.
- 1.2 The Elections Bill (the Bill) contains various other proposals (and not just voter ID) which will impact on how all elections are conducted in the UK including Birmingham. The Bill has gone through the first stage in the Commons and is expected to have Royal Assent by May 2022.
- 1.3 It is therefore important to note that the Bill will have no impact on how we conduct the May 2022 elections.

2. The Elections Bill

- 2.1 The Bill's scope is far more wide ranging than just about voter ID and covers the following main areas:

- i. Require voters to show photo ID at polling stations before a ballot paper is issued.
- ii. Require Electoral Registration Officers (ERO) based in local authorities to issue free voter identification documents to those without a valid form of photo ID.
- iii. Require postal voters to reapply for a postal vote every three years, replacing current rules whereby a postal voter must refresh their signature every five years. In addition, it will seek to restrict the handling of postal votes by campaigners, and limit the number of postal votes an individual can hand in at a polling station (currently suggested that this could be limited to two).
- iv. Further limit the number of people someone may act as proxy for (again the suggestion is this be around two but not yet confirmed).
- v. Allow all British citizens living overseas to vote in UK Parliamentary elections, regardless of when they left the UK.
- vi. Change the voting and candidacy arrangements for EU voters.
- vii. Extend accessibility to elections including requiring Returning Officers to take all reasonable steps to provide support for those with a disability in polling stations.
- viii. Simplify and clarify the offence of undue influence as well as introducing a new offence around intimidation of candidates, campaigners and elected office holders from intimidation and abuse.
- ix. The introduction of a new digital imprints' regime requiring campaigners to explicitly show who they are and on behalf of whom they are promoting (in a similar way to printed material).

It will also cover other areas such as improving the accountability of the Electoral Commission and setting up a new framework around expenditure and party-political financing but I am not proposing to cover these as part of this report.

2.2 For ease I will deal with each in turn.

(i) **Voter Identification**

2.3 Voters will be required to show an approved form of photographic identification before collecting their ballot paper to vote at a polling station for UK parliamentary elections

- in Great Britain, at local elections in England, and at Police and Crime Commissioner elections in England and Wales.
- 2.4 This is likely to be extended to all other polls such as Parish and Neighbourhood Planning Referendums once the secondary legislation is published.
 - 2.5 As set out in my briefing of November 2020 a broad range of documents will potentially be accepted including passports, driving licences, various concessionary travel passes and photocard parking permits issued as part of the Blue Badge scheme.
 - 2.6 Prior to its introduction (likely to be in May 2023) it is planned that there will be comprehensive, targeted communications and guidance by the Electoral Commission. However the issue remains for those authorities, such as Birmingham, that have no scheduled polls until 2024.
 - 2.7 As mentioned previously a major concern is that the first time electors will be asked to produce photographic ID in Birmingham will be at the scheduled Parliamentary General Election in 2024.
 - 2.8 In my view any awareness campaign is likely to have to continue for a number of polls until such a time that voter ID becomes “business as usual” as is the case in Northern Ireland where voters have been required to produce personal identification before voting in polling stations since 1985, with photographic identification being required since 2003.

(ii) Local Voter ID cards

- 2.9 Where an elector does not have any form of photo identification, an elector can apply for one, free of charge, from their local authority via the ERO.
- 2.10 Current research is suggesting that around 2% of people may require identification issued by the ERO and in Birmingham that translate to around 15,000 electors. However that is likely to be an average so for an area like Birmingham, the true figure could be higher.
- 2.11 The deadline for applying for a free, local voter card will be set out in the subsequent secondary legislation but the current proposal is 5pm on the day before polling day.
- 2.12 However, for an area like Birmingham that could have significant implications depending on demand. Whatever the deadline will be the Government must ensure that it is practicable for electoral administrators.
- 2.13 The current thinking is that voter ID will be in place for the May 2023 polls. If that is the case then the ability to apply for a voter ID card from local authorities will need to be in place by the Autumn of 2022, to allow electors to apply for voter ID cards well in advance.
- 2.14 There is potential for there to be a digital solution so electors can apply for a card online in the same way that someone can register online. This is currently being explored but it is still at an embryonic stage. Regardless of any possible digital

solutions numerous issues remain especially as you get nearer to polling day and how applications for voter ID cards will be processed. I suspect that this will ultimately be a burden that will pass to local authorities and Returning Officers and is likely to be very resource intensive.

- 2.15 An additional implication is around what measures will be taken to ensure those who cover their faces for religious or other sensitive reasons will not be deterred from voting due to the introduction of voter identification. We will need to ensure that there is a facility in all polling stations that allows electors ID verified in private, which at present not all do. As part of that we will also need to consider how polling stations are staffed.

(iii) Postal Voting

- 2.16 There are 3 three main areas where the current arrangements will change:

- Postal voters will be required to re-apply every 3 years.
- To negate 'postal vote harvesting' political campaigners will be barred from handling postal votes.
- Introduces a limit on the number of electors on behalf of whom a person may hand in postal votes at a polling station.

- 2.17 By reducing the period that electors will have to reapply for a postal vote, the Government is seeking to ensure that person's eligibility to vote by post will normally be reviewed and confirmed once every Parliament. In effect a permanent postal vote will cease to exist.

- 2.18 In addition it is seeking to reduce the inefficiency and wasted cost of postal votes being sent to out of date addresses, where it is said they are vulnerable to interception and fraud.

- 2.19 The current proposal is that in addition to their own postal vote, an individual will be able to hand in the postal votes of up to two domestic electors. The thinking behind this is under the current regime by permitting a high number of postal votes to be handed in, this could facilitate electoral fraud and undermine the integrity of election.

- 2.20 The Government is still seeking views on the appropriate number, and this will be finally determined in secondary legislation but in my view limiting the number to 2 is too low and could penalise the "honest" elector.

(iv) Proxy voting

- 2.21 Currently, someone can act as a proxy for up to two electors and an unlimited number of close relatives. The Bill proposes that, irrespective of any close relationship, you can only act as a proxy for 2 domestic electors and 2 overseas electors.

- 2.22 Anyone acting as a proxy for more than electors will be guilty of an offence, which I presume will be criminal in nature.

(v) Overseas electors

- 2.23 The measures will scrap the 15 year rule and enable all British citizens overseas who were previously registered or resident in the UK to participate in UK Parliamentary elections.
- 2.23 The registration period for overseas electors will be extended from one year to up to three years (currently an overseas elector needs to reapply every year) and electors will be able to reapply or refresh their absent vote arrangements (as appropriate) at the same time as renewing their registration.
- 2.24 However the Bill does not address the current issue around overseas electors where the limited timetable allows very little time for ballot papers to be sent overseas and then completed and returned by the close of poll. As it currently stands there is an unrealistic expectation to what we can achieve which often leads to complaints.

(vi) Voting and candidacy rights of European citizens

- 2.25 During the UK's membership of the European Union, it was a requirement of membership that EU Citizens living in the UK could both stand and vote in local elections across the UK. These rights were reciprocated to UK citizens living in all EU Member States.
- 2.25 The Governments approach, now that the UK has left the European Union, and Freedom of Movement has ended, is that EU citizens' voting and candidacy rights in local elections need to be updated to reflect this. As such the automatic grant of voting and candidacy rights to European citizens is no longer applicable.
- 2.26 This change is unlikely to come into effect until 2023 and therefore will **not** impact on our Council elections in May 2022
- 2.26 This measure will amend the local voting and candidacy rights of EU citizens in local elections, as well as the Police and Crime Commissioner and Combined Authority polls.
- 2.27 Once these measures are implemented, in addition to satisfying the usual eligibility requirements which apply to all electors (e.g. age, residence etc.), the following two categories of EU citizens will be able to participate:
- Citizens of an EU member state with which the UK has a voting rights agreement (currently Spain, Portugal, Luxembourg, Poland), or;

- EU citizens who were resident in the UK at the end of the Implementation Period completion date (31 December 2020) and have retained lawful immigration status.
- 2.28 When the new franchise comes into force, EROs will be required – in line with their existing statutory duties – to remove from the register those EU citizens who are not eligible to be registered to vote.

(vii) Accessibility

- 2.29 The Bill seeks to improve the electoral process for people with disabilities, placing a new requirement on Returning Officers to consider a wider range of support for voters with disabilities in polling stations. This will be supported through the Electoral Commission's guidance produced in partnership with the Government's expert Accessibility of Elections Working Group.
- 2.30 The Bill also removes current restrictions on who can act as a 'companion' to support voters with disabilities to cast their vote in the polling station and will allow the elector greater choice. Currently an electors companion must be a close relative or a qualified elector.
- 2.31 The current legislation requires Returning Officers to provide very specific equipment solely to support voters with sight loss, which excludes disabled voters with other conditions. In future Returning Officers will be required to provide each polling station with equipment as is reasonable to enable, or make it easier for, voters with sight loss to vote, as well as people with other disabilities.

(Viii) Simplify and clarify the offence of undue influence as well as introducing a new offence around intimidation of candidates, campaigners and elected office holders from intimidation and abuse.

- 2.32 At the time of writing this report I have not seen any details as to exactly what this will look like although this topic has tragically come back to the forefront following recent events. As soon as more information becomes available I will let the Committee know.

(ix) The introduction of a new digital imprints

- 2.33 Under these proposals campaigners will need to explicitly show who they are and on behalf of whom they are promoting on any material published online in a similar way

to the current requirement regarding printed material. Failure to do so is likely to be a criminal offence as it is under the current regime.

3. 2023 Review of Parliamentary constituencies

- 3.1 The Boundary Commission for England (BCE) is currently undertaking an independent review of the Parliamentary constituency boundaries in England.
- 3.2 The review is being conducted on the rules most recently updated by Parliament in 2020 which retains 650 constituencies for the UK Parliament as a whole, and require constituencies to comply with strict parameters, such as the number of electors in each constituency.
- 3.3 As such all constituencies across the UK – apart from five specified exceptions (two in England) – must have an electorate between 69,724 and 77,062.

The timetable

- 3.4 The review commenced in **January 2021** and was based on the electorate as at March 2020.
- 3.5 The BCE published its initial proposals **on 8 June 2021** and ran a consultation period until **2nd August 2021**.
- 3.6 The BCE is currently considering the responses to their initial consultation and will commence a further 6 week “secondary consultation” period in early 2022.
- 3.7 The BCE will then analyse those representations and decide whether further changes should be made to the initial proposals. If they decide to change their initial proposals, then these will be published and consulted on for a further period of four weeks. This is likely to be towards the end of 2022.
- 3.8 Thereafter the BCE will publish its final recommendations and the legislation provides that these must be submitted to the Speaker of the House of Commons by **1 July 2023**.
- 3.9 When approved (within at least 4 months of the final recommendations being laid by the Speaker) the new constituencies take effect at the next General Election (which is scheduled for 2024).

Current Proposals

- 3.10 Currently Birmingham has 10 parliamentary constituencies which are all self-contained within the City boundary. However unlike the arrangements pre-2018, the constituencies were no longer co-terminus with our ward boundaries. There are, for example, a number of wards that are spilt across 2 or 3 constituencies.

3.11 . Details of the current proposals can be found at:

<https://boundarycommissionforengland.independent.gov.uk/2023-review/west-midlands/>

3.12 However by way of summary I have set out some of the key proposals/changes:

- Overall Birmingham will see its representation fall from 10 to around 9.9 constituencies with the constituency of Hodge Hill containing 2 wards from Solihull.
- The Sparkbrook & Balsall Heath East, and Balsall Heath West wards will be in separate constituencies, although the BCE recognise this may not best reflect local ties.
- Weoley & Selly Oak will be divided into the constituencies of Northfield and Selly Oak
- Parts of Brandwood and Kings Heath will remain spilt between the constituencies of Hall Green and Selly Oak

3.13 Appendix A sets out the initial proposals for each constituency including wards and electorates.

4. Other Electoral Updates

Police & Crime Commissioner (PCC) & Combined Authority polls – Change of voting system

4.1 The Government is proposing to bring an amendment to the Elections Bill by changing the voting system for both the PCC and mayoral elections. Both will revert to first past the post from the current supplemental voting (SV) system.

Fixed term Parliament Act

4.2 The Government is also proposing to abolish the Fixed Term Parliament Act which means that the Prime Minister will no longer need to seek the approval of Parliament before calling a General Election.

4.3 There was also a suggestion, as a possible amendment that the timetable for parliament elections be reduced from 25 working days to 17 working days. In my view such a reduction would be fraught with risks and could potentially see electors being disenfranchised and would be inconsistent with the changes to overseas electors proposed by the Elections Bill.

Applications for Postal Voting Online

- 4.4 There is also a possibility that changes will be made to allow for electors to apply online for a postal vote in the same way that electors can register online although at this stage I have not seen any detailed proposals.

5 Risk and Implications

- 5.1 There are still numerous “unknowns” and as such the biggest concern at this stage is what I refer to as the “cumulative effect”. With all these measures coming in or about the same time the issue will be how we address the additional responsibilities and demands we are putting on staff both in the polling stations and in core election offices especially at a General Election where already the system is almost at breaking point..
- 5.2 We will need to review how we train polling station staff and how they will deal with voter ID to ensure that the changes are dealt with in a consistent way. It is also possible that many staff will see this as another responsibility which makes the job of Presiding Officer/Poll Clerk unattractive. As it is we consistently struggle to recruit polling station staff.
- 5.3 We will also need to look at the structures of core election teams as the burden at the most critical part of the election will have been increased significantly with the changes proposed by the Bill. As a consequence I suspect that for election periods, staffing in core election offices will need to be increased significantly. That does raise the question of finding suitable staff with the necessary experience and knowledge.
- 5.4 The Government has acknowledged that where the changes in the Bill will result in a new burden on local authorities, these costs will be initially covered in line with new burdens principles. However at this stage we do not know what that funding will look like.

Contact Officer:

Telephone:

E-Mail:

Robert Connelly – Returning Officer

0121 303 2443

Robert_connelly@birmingham.gov.uk

APPENDIX A

Birmingham Erdington – 75,925

75,925

Aston	13,901
Castle Vale	6,718
Erdington	13,582
Gravelly Hill	6,195
Lozells	7,168
Perry Common	7,469
Pype Hayes	7,315
Stockland Green	13,577

Birmingham Hall Green - 75,781

Part of Brandwood & King's Heath (polling districts BKH1HG, BKH2HG, and BKH3)	8,044
Hall Green North	15,269
Hall Green South	7,909
Moseley	15,918
Sparkbrook & Balsall Heath East	15,539
Sparkhill	13,102

Birmingham Hodge Hill - 76,922

Bromford & Hodge Hill		13,880
Garretts Green		6,988
Glebe Farm & Tile Cross		14,877
Heartlands		7,196
Shard End		8,284
Ward End		7,831
Castle Bromwich	Solihull	9,305
Smith's Wood	Solihull	8,561

Birmingham Ladywood - 76,585

Alum Rock	15,553
Balsall Heath West	7,263
Bordesley & Highgate	6,891
Bordesley Green	6,823
Ladywood	12,721
Nechells	6,900
Newtown	6,831
Soho & Jewellery Quarter	13,603

Birmingham Northfield - 73,483

Allens Cross	7,373
Frankley Great Park	8,155
King's Norton North	7,716
King's Norton South	7,709
Longbridge & West Heath	15,349
Northfield	8,069
Rubery & Rednal	7,221
Part of Weoley & Selly Oak (polling districts WSO1ED, WSO4, WSO6, WSO7, WSO8, WSO9, and WSO10)	11,891

Birmingham Perry Barr - 74,979

Birchfield	6,934
Handsworth	6,805
Handsworth Wood	13,311
Holyhead	6,159
Kingstanding	13,610
Oscott	14,341
Perry Barr	13,819

Birmingham Selly Oak BC 76,285

Billesley	14,030
Bournbrook & Selly Park	15,748
Bournville & Cotteridge	14,042
Part of Brandwood & King's Heath (polling districts BKH4, BKH5, and BKH6)	6,149
Druids Heath & Monyhull	7,788
Highter's Heath	7,794
Stirchley	7,145
Part of Weoley & Selly Oak (polling districts WSO2SO, WSO3SO, and WSO5SO)	3,589

Birmingham Yardley - 71,912

Acocks Green	15,586
Sheldon	14,211
Small Heath	12,760
South Yardley	6,969
Tyseley & Hay Mills	7,042
Yardley East	7,910
Yardley West & Stechford	7,434

Sutton Coldfield – 74,584

Sutton Four Oaks	7,642
Sutton Mere Green	8,049
Sutton Reddicap	7,355
Sutton Roughley	8,509
Sutton Trinity	7,554
Sutton Vesey	15,381
Sutton Walmley & Minworth	12,807
Sutton Wylde Green	7,287

Birmingham City Council

Report to Cabinet

14th December 2021



Subject: Customer Service Strategy, Enhanced Business Case and Delivery Programme

Report of: Director, Digital & Customer Services

Relevant Cabinet Member: Cllr Brigid Jones - Deputy Leader

Relevant O &S Chair(s): Councillor Mohammed Aikhlaq - Resources

Report author: Omar Khan
Programme Manager - Digital & Customer Services
Omar.khan@birmingham.gov.uk
07950268009

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009009/202		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 On the 10th November 2020, the Council launched its Delivery Plan 2020-2022. The Delivery Plan describes two types of activity which will be delivered in parallel through to May 2022, ensuring we deliver our short and medium-term commitments alongside shaping our approach for realising our longer-term goals.

- 1.2 Cabinet mandated a significant shift in how we improve the Services we provide to Customers. The Customer Service Programme was formed to deliver that significant improvement in performance. The Outline Business Case for that Programme was approved by Cabinet in January 2021 to initiate a Discovery phase, which was essential for the completion of the Enhanced Business Case (EBC).
- 1.3 The purpose of this report seeks approval for the additional funding to deliver the customer improvements and savings to commence in January 2022. A view of the scope of the Customer Service Programme, the agile and customer centred approach and the associated funding to deliver the programme are detailed in the Enhanced Business Case.
- 1.4 The Customer Service Programme has mapped out the cost saving opportunities and the customer journey improvements, identified in the discovery phase. The outputs have provided the programme with a roadmap for change which are based on the four key priority areas to start in January 2022 until January 2023:
- **Service improvements** - delivery of customer journey improvements for the priority service areas, identified in the discovery phase by customer preference, complaints, and volume data.
 - **Fixing the basics** - finalisation of the Quick Wins & Early Momentum outputs ('fix the basics') that have been scheduled to be completed.
 - **Programme delivery** - delivery of the Customer Service Strategy for the period up to January 2023, and embedding of the thinking, skills, and approach into the organisation to enable a long-term sustainable approach to transformation.
 - **Delivery of the enhanced business case** – delivery of the core capabilities defined in year 1 of the Customer Service Strategy, that will deliver savings for the Council and can be used by other business areas during and beyond the programme to achieve efficiencies.
- 1.5 This report also highlights the activities undertaken by the Customer Service Programme to develop a new Customer Service Strategy and submitting the version for approval as part of this process.
- 1.6 The development of our Customer Service Strategy establishes a key set of principles and promises, positioning work and priorities within the context of 'A fit for purpose council', using a sustainable process and approach to sustain the strategy beyond the lifetime of the programme.

2 Recommendations

- 2.1 That Cabinet: -
- 2.2 Approves the Customer Service Strategy (**Appendix A**) to ensure a joined-up and consistent approach to best-in-class service delivery across the Council

and partner organisations, putting the customer at the heart of everything we do.

- 2.3 Approves the enhanced business case (**Appendix C**) with associated investment of £1.7m to deliver the next stage delivery programme to start in January 2022 until January 2023 as a drawdown of the already approved investment funds for Customer Service. Further investment will be brought back to Cabinet for approval together with the successes and learnings from the programme implementation.
- 2.4 Notes the progress made by the Customer Service Programme to date since the submission of the Outline Business Case in January 2021.

3 Background

- 3.1 Customer expectations of the Council are rising. Our customers expect services that are reliable, joined up around their needs and involve them as equals. They benchmark our performance against the likes of Uber and Amazon, Spotify, and Expedia. These changes in expectation fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council as a whole. This applies not only to services run by our customer services team – it means all services, from children to adults, from street cleansing to parking enforcement, treating customer, citizens, and service users with respect. This will require a step change in our approach rather than incremental changes at the margins or digitising what remain effectively paper based or manual processes. The world has moved on and so must we.
- 3.2 There is sometimes a lack of trust between our Customers and the Council. Customers expect a much greater level of involvement in decisions that affect their lives, be they the big things that have a bearing across the City as a whole, or the little things that have a big impact in their street or neighbourhood.
- 3.3 In this context, getting the basics right means more than relentless reliability, it also means understanding and then exceeding expectations, and in turn that means an approach to service delivery that is open, reflective, and humble. The test for our services should be whether, they are consistently putting citizens first, building trust and designed around citizen needs.
- 3.4 The pandemic has challenged the Council to think and do different things. The UK saw the equivalent of more than 12 years of ecommerce growth in a single year and the pandemic accelerated the digitisation of customer interactions in Europe by three years and the partial or total digitisation of products and services by seven years, compared with the average rates of adoption in 2017-19. (Source: Digital Transformation Report in the Times (Sept 2021). We cannot stand still as this technological revolution accelerates. We need to be bold and embrace the innovation that is becoming commonplace now.

3.5 Our success over the last 18 months in meeting the challenges posed by covid19 has given us much for the Council to be proud of, but we need clear ambition to make sustainable changes to how the Customers experience the services the Council provides. It is within this context that a new Customer Service Strategy is required.

3.6 Our analysis of the Council's current customer contact shows the following:

- Contact is not managed in a structured or uniform way - we have fewer than 2% of services managed within the contact centre.
- Excessive points of contact -
 - 265 attached websites
 - 200 contact numbers
 - 151 email addresses
 - 131 postal addresses.
- We don't ask customers what they think or gather knowledge to improve - Only 5% of our service areas ask customers about satisfaction and where we do, the satisfaction level is only 60%.
- We are not using our customer portal (Brum Account) to its full capacity. Only 21% of service areas have services available on our customer portal.
- Non-standardised web forms: we have 119 forms online. The functionality is not uniform and, in some cases, forms still need to be printed off and for a wet signature to be added.
- Unclear access points for Customers, Visitors, Businesses and Tenants to information, advice guidance or trading opportunities.
- Difficult to navigate website with jargon and often out of date content.

3.7 The new Customer Service Strategy has been developed with the following principles:

- We will work better together with you
- Make quicker decisions for you
- Reduce your need to contact us
- Tell us once
- We will put the citizen first
- Taking a proactive approach to customer service

The complete Customer Service Strategy can be found in **Appendix A**.

3.8 In September 2021 the Customer Service Programme launched an engagement survey on the principles within the new customer service strategy. The survey received 1530 responses.

- 3.9 The engagement survey questioned citizens, businesses, staff, and visitors on satisfaction with Council services and whether there is a need to improve Council services, as well as opinions on the principles and themes of the customer service strategy.
- 3.10 Almost 67% of respondents said they were not satisfied with the quality of service received from Birmingham City Council. Respondents were asked which services they were unhappy with, and a wide range of responses were received for services across the Council. Services such as housing, waste collection and street cleansing, social care, and council tax ranked high. The lack of satisfaction concerned activities such as how to book a service; not receiving responses to emails; finding the website difficult to navigate; not being able to contact specific staff; as well as not being treated with respect and feeling ignored, neglected, and dismissed.
- 3.11 The survey also told us that 92% of respondents agreed that Birmingham City Council needs to change and improve services.
- 3.12 When asked about the principles and themes in the customer service strategy, the majority of respondents strongly agreed or agreed with the principles and the themes for improvement and change.
- 3.13 Regarding the principles, the following feedback was received:

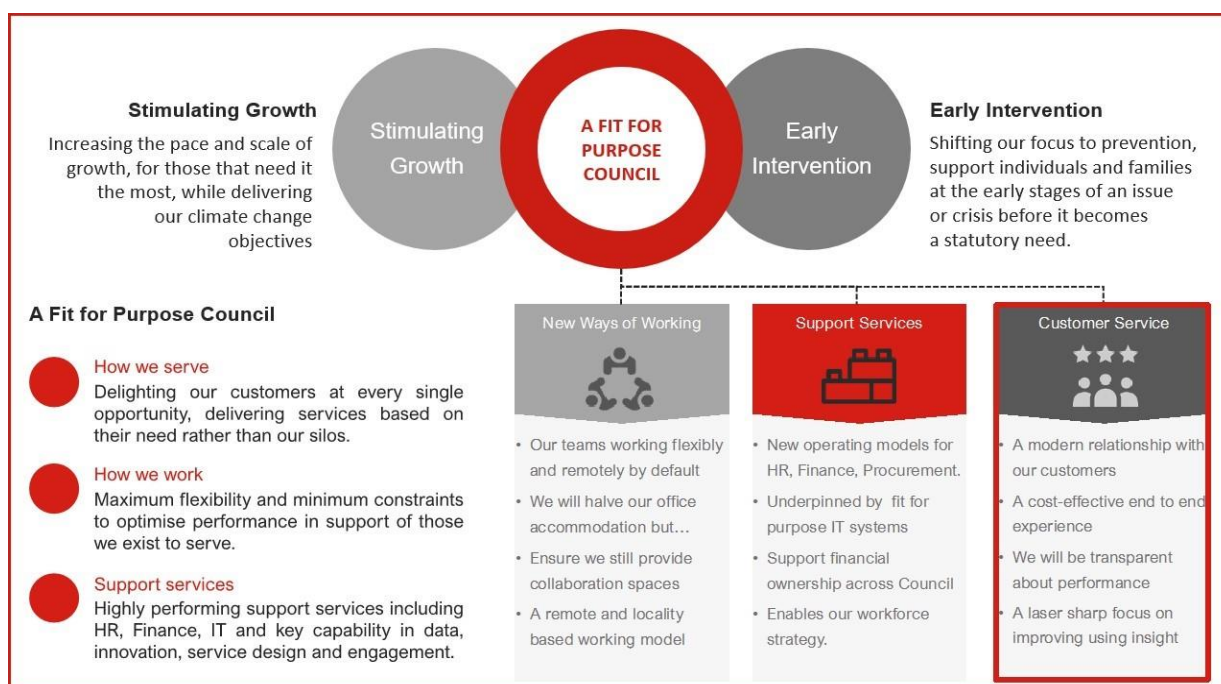
Table 1 – Feedback from the Customer Service Strategy Engagement

Principle	% strongly agree/agree
We will work better together with you	79
Make quicker decisions for you	77
Reduce your need to contact us	75
Tell us once	71
We will put the citizen first	86
Taking a proactive approach to customer service	81

- 3.14 The responses from the survey indicate that the Council needs to change our approach to customer service to ensure we provide an exceptional level of customer service. **Appendix B** provides further insight into the 2021 Customer Service engagement Survey that highlights the importance the Council to do more to improve our current customer service.

- 3.15 The feedback from the customer engagement survey has provided key priority areas for the Customer Service Programme, and to deliver the change interventions are required in three phases:
- Fix the basics
 - Raise the standard
 - Set the standard
- 3.16 The Strategy establishes a key set of principles and customer promises upon which the Council should be judged.
- 3.17 The Customer Service Programme will work in partnership with the community to maximise opportunities to tackle inequality and address both long-standing and novel challenges facing the city, including customer service improvements. This will enable the Council to:
- Use innovative technology and processes to support making Birmingham an aspirational city to grow up and live in.
 - Optimise services to support making Birmingham a great city to live in.
 - Focus our resources on the people that need it most, making Birmingham a fulfilling city to age well in.
- 3.18 This Customer Service Strategy will support the Council to organise our services around demand; leverage the city's many opportunities for the benefit of local people; connect with citizens in a way that improves their quality of life and drive innovation within the organisation and across partnerships by making sure we put in place the necessary strategies and capacity to enable it to happen. The Customer Service Strategy will comply with the Council's Delivery Plan 2020-2022 and will contribute to the following outcomes and related priorities:
- Using innovative technology and processes to support making Birmingham an aspirational city to grow up and live in.
 - Optimising services to support making Birmingham a great city to live in
- 3.19 Figure 1, below, provides a high-level summary of how the Customer Service Programme relates to our parent portfolio and to other strategic transformation initiatives across the Council.

Figure 1. Fit for Purpose Council portfolio breakdown.



4 Current Progress

The Customer Service Programme has held several engagements and sessions with Services/Directorates to discuss and agree the cost savings and opportunities in the delivery phase. The key activity completed during July to October was focussed on developing the Enhanced Business Case for the wider programme. The following remedial work commenced and is scheduled to be completed by December 2021:

- Reducing contact numbers in all media types
- Reducing postal addresses
- Reducing email addresses
- Increasing customer satisfaction in services to all access points where already available.

5 Summary Business case

5.1 The Enhanced Business Case is an **Appendix C** of this Cabinet Report.

The original Outline Business Case sought and approved total funding of £0.800m with £0.398m from the transformation budget (January 2021) and £0.402m from the delivery plan reserve (July 2021). Spend to date against this £0.800m budget is £0.517m with a further £0.237m committed to date. Details per projects is included in table 2 below.

Table 2 – Status of Previous Funding Requests

Status	Project	Activity description	Total investment request (£M)
Tranche 1			
Completed	Discovery Phase (complete)	Resources to complete discovery phase for Customer Service programme	0.261
Completed	Programme Resource (complete)	Programme Team stand up and resource onboarding before commencement in April	0.048
Green On-track	Web Compliance	Onboarding of Project Manager and Web Support Team	0.017
Green On-track	BRUM Account Phase 3 (ongoing as planned)	Onboarding of Project Manager and Support Team	0.031
Tranche 2			
Completed	Delivery Phase of Customer Journey Improvement Project (complete)	Onboarding of Project Manager and Support Team	0.041
Green On-track	Extension costs	Programme team to support the engagement process of the Customer Service Strategy, development of the EBC and implementation programme plan for the Customer Service Programme.	0.031
Green On-track	Tranche 2	Delivery of tranche 2 activity	0.325
Tranche 1 and 2: on track for completion by 30 November 2021 as per plan			£0.754

Table 3 – Summary of the Opportunity Cost Savings

Capability Area	Benefit Title	Service Area/s	Saving (£M)
Smart Communications	Chat bots and other automated communications to handle customer enquiries	Contact Centre	£0.400
Internet of Things	IoT for sensing damp across housing	Housing	£0.790
Robotic Process Automation	Automating appointment reminders and post assessment data entry double keying	Bereavement Services	£1.000
Pre-emptive demand	Renewals and reminders for collections of garden waste.	Waste Service	£0.087
Customer Journey Automation	Automating Retail Markets	Licencing Service	£0.100
	Automating Pest Control	Licencing Service	£0.100
Digital Engagement	Video based diagnostics, self-repair and first time fix etc.	Housing	£1.000
Joined up data sets	Using data from other systems to tackle illegal HMOs in Birmingham	Licencing Service	£1.500
Optimising Customer Services	Individual savings opportunities centred around utilising best practice customer service practices, technologies, and tools.	1.Waste – Com/ Clin 2.Registrars 3 Street Cleansing 4.Planning 5.Libraries	£0.900
	Total		£5.900

5.2 The Customer Service Programme has developed a comprehensive proposal for change, using agile project management principles set out in the attached EBC. In doing so, the programme will be cognisant of other parts of the portfolio to determine the type of council that Birmingham needs to be in the medium and longer-term to deliver its vision and ambitions.

5.3 The Customer Service Programme is an overarching, cross-cutting programme and will require the Council to manage customer service improvements as a set

of portfolios of works in line the Customer Service Strategy. This will ensure a joined-up and consistent approach to best-in-class service delivery across the Council and partner organisations, putting the customer at the heart of what we do.

- 5.4 The Customer Service Programme will continue to use the current programme governance to ensure the overall performance, benefits, risks, and issues are strategically aligned so that future Customer Service is fully understood and agreed by key stakeholders. Customer Service Design Principles will be established to assure new solution designs, ensuring that each component meets the requirements and are fit for purpose with the overall architecture / corporate strategy in meeting customer needs.
- 5.5 The Customer Service Programme will implement and embed a sustainable process and approach to deliver the strategy using internal resource during the lifecycle of the programme.
- 5.6 The programme will return to Cabinet to confirm the medium-term sustainability requirements and financial requirements to continue the activity of the programme beyond its first year (January 2022 to December 2023), to ensure the progress made in the selected services continues across the 1200 services the Council provides.

6 Next Phase of the Customer Service Programme

Implementation: Delivery of EBC Scope - Programme Tranche 3 - January 2022 – January 2023:

- Programme delivery - continuation of the delivery of the Customer Service Strategy for the period up to January 2023, and embedding of the thinking, skills, and approach into the organisation to enable a long-term sustainable approach to modernisation.
- Priority projects - to deliver the priority end-to-end service improvements identified by the Business Case activity in the first year. A range of core capabilities will be also delivered by the programme through this work including:
 - Smart communications – chat bots and other automations to handle and improve customer enquiries.
 - Robotic process automation – for appointment reminders and reducing double keying of information e.g., Care plans and financial assessments.
 - Pre-emptive demand reduction – for example garden waste renewals.
 - Customer service improvements – prioritising individual customer service and efficiency improvements, implementing best practice and user centred design principles.

- 6.1 **Fixing the basics** - finalisation of the Quick Wins & Early Momentum outputs ('fix the basics') that were not scheduled to be completed until December 2021.

Table 4 - Customer Service Strategy deliverables within the time period of tranche 3 (January 22- January 23):

Commitment	Timeline
A Customer Focussed Council	
Our contract with you We will develop a customer charter, setting out the customer service standards you can expect from us.	May 2022
Communicating change We will launch an annual customer services communications plan	January 2022
Owning customer service We will ensure that all 11,000 of our staff have completed customer centricity training	December 2022
Giving you a voice We will launch customer service panels, for citizens, young people etc	August 2022
Testing our services We will recruit and launch our first mystery shopping teams	August 2022
Understanding you We will use publicly available data sets to really understand the make-up of those in Birmingham and use this information to help shape our services	December 2022
A Connected Council	
Getting our information right We will review and update information and materials we provide about our services on our website	September 2022
Speeding up your frequent tasks We will identify the top 50 service requests and prioritise digitising them, with many to be available online	August 2022
Helping you stay on top of things We will be able to send you simple reminders for your appointments	June 2022
A Smarter Council	
Redesign our customer service set up We will create a new team to provide earlier support and intervention, bringing together the parts of the Council providing the top 50 targeted and specialist services	January 2023
One view of you We will develop our single view of you, sharing data safely and securely across the top 10 service areas.	December 2022
Keeping you informed	December

We will identify the top 5 activities you would like to know about in your area (e.g., planned roadworks) and trial pre-emptively tell you, by text or email	2022
A Connected city	
Signposting for you We will identify the top 50 non-Council service requests and ensure we prioritise and signpost to them on our website	March 2022
Easy searching We will improve search capabilities on our website, so it is easy to find the right service provider for your needs	March 2022
Asking you to help out We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help with their care	January 2023

6.2 The programme will adopt an agile approach and will seek to implement the strategic objectives above with some of the identified business cases from the first tranche of the programme. The individual projects will be prioritised for delivery into the programme based on the value they bring to the Council as outlined in the EBC. Three delivery teams will be established to build solutions that are designed collaboratively with real users of that service. Teams will be timebound to solution delivery to ensure that the programme remains on track and getting solutions into people's hands quickly to test and iterate swiftly. A change team will support and embed the solutions into service areas as well as report back the benefits that have been realised as a result of the change.

6.3 **Fixing the basics** - finalisation of the Quick Wins & Early Momentum outputs ('fix the basics') that were not scheduled to be completed until December 2021.

7 Options Considered and Recommended Proposal:

7.1 The options and approach to the cost savings have been agreed with the Services in principle and will be further validated as part of the implementation in tranche 3. Projects will be prioritised into the delivery schedule based on their level of savings and how quickly they can be delivered.

7.2 The option of not completing the programme has been considered and discounted as this would have significant customers and organisation impact for the following key reasons:

- Satisfaction with Council Services would not improve and our reputation for providing services would continue to worsen
- The capabilities identified and the subject of the business cases have utility capability that can be used multiple times and are required for the modern relationship with customers and implementation of the new strategy.

- The savings are contributing to the stretch target of £10m associated with Digital and Customer Services and cannot be achieved without the programme implementation.

8 Consultation

- 8.1 The Leader, Cabinet Member for Finance and Resources, and Chair of Overview & Scrutiny Committee have been consulted.
- 8.2 The EBC was informed by consultations and engagements with stakeholders across the Council including, but not limited to:
- Council Leadership Team
 - Customer Service Programme Board
 - Officer Consultation regarding Finance, Legal, Procurement, HR, Communications.

9 Risk Management

- 9.1 The ongoing risks will be managed in tranche 3:

Table 5 – High level risk management

No.	Description	Impact	Mitigation
R10	There is a risk that services' lack buy-in and engagement to adopt the strategy and that new processes will not realise benefits in line with the programme's aims.	High	Service commitment to providing an appropriate level of internal resources to support work across all services in-scope for redesign will be sought. A detailed time-based resource plan will be provided in support of this request. Corporate Governance has been established via the Customer Service Programme Board.
R11	There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area.	High	The cashable savings which must be attributed to the programme are detailed in the existing the eight MVP Business Cases. A status breakdown per business case and service commitment is provided in the Enhanced Business Case.

R13	There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	High	The programme has set aside specific budgets to second staff over to the programme and support with delivery. Backfill arrangements shall be confirmed in advance of commencement. Regular monthly meetings held with the Finance Business Partner updating on spend to date and forecast for the programme lifespan.
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9.2 These risks are incorporated into the programme risk register and are regularly managed/mitigated.

10 Compliance Issues

10.1 The recommended decisions are consistent with the Council's priorities, plans and strategies, supporting the Council's stated commitments to ensure we are a truly customer centric organisation.

11 Legal Implications

11.1 The Council is under a duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness

11.2 The City Council will carry out this work under the General Powers of Competence Section 1 of the Localism Act 2011.

12 Financial Implications

12.1 Total forecast spend on the programme is £0.754m per section 6.1 above. This was funded from a total budget of £0.800m.

12.2 To date approximately £5.9m worth of potential savings have been identified against a total programme target of £10.7m. Ongoing annual savings of £1.7m of this £5.9m has already been validated and is ready to be progressed to delivery stage with the remainder requiring further validation work. Investment of £1.7m will be required over the next 12 months to deliver the validated savings. This excludes the cost of any ICT hardware/software deployment which will be addressed as part of the automation and customer journey improvement programme.

12.3 Further work will also need to be carried out to identify the additional savings of over £4.8m that is required to meet the total programme target of £10.7m over the next 4 years and the investment required to do this will need to be approved by Cabinet in due course.

13 HR implications

Any required changes to current job roles or current operating model will be done so in line with Birmingham City Councils Policies and Procedures, incorporating a full engagement/consultation process with Trade Unions and employees. All new roles will be recruited to in accordance with Birmingham City Councils Recruitment and Selection Policy and Procedure, supporting Birmingham City Councils commitment to mitigate against compulsory redundancy where possible, any new roles will be prioritised to employees at risk of redundancy.

14 Public Sector Equality Duty

- 14.1 14.1 An Equality Impact Analysis has been completed and is attached at **Appendix D.**

15 Background Documents

- 15.1 Report to Cabinet dated 19th January 2021 – “Investing in our Future - What Birmingham City Council needs to do next: 2021 to 2026”
- 15.2 Responding to Our Customers report “ A report to full council” 3.11.20
- 15 Appendices:
- 15.1 A – Customer Service Strategy
- 15.2 B – Customer Service Strategy Customer Engagement
- 15.3 C – Enhanced Business Case
- 15.4 D – Equality Impact Analysis

Appendix A - Birmingham City Council Customer Service Strategy

Achieving world class customer service for Birmingham



Every single resident of Birmingham is our customer. We know we have not always made our customers feel valued or the focus of our attention and have not organised our resources well enough to meet their needs. We cannot say our customers have enjoyed “beautiful customer experiences” as a standard. We know things need to change, we want to create a shift in how we think about and interact with our citizens, for you to be at the centre of everything we do. This document sets out our strategy to deliver a customer experience that exceeds your expectations.

Our customers no longer compare us to other local authorities. The benchmark we compete with today comes from the Amazons, Ubers or Airbnb's. These and others are our “invisible competition”. You are, of course, unlikely to see us mentioned in any publication pitted against these mammoth organisations. This competition exists in the hearts and minds of you, our customers. Our customer service and care and how you interact with us are measured against these and other household brands.

We say, “Be Bold, Be Birmingham” and this drives our passion to transform the Customer experience of Birmingham City Council. The development and design of this strategy has been made possible by the involvement and encouragement of our management team and elected members, all of whom have a genuine desire to improve and excel for the city and to be the exemplar in our sector.

As we use this strategy to change the way we work across the organisation, you will start to notice some differences in how we interact with each other and increase our use of new technologies to improve services. This does not mean we will ignore those who are most vulnerable, but by making how most of you contact us as efficient as possible, we will be able to direct our resources to support those who need our help the most.

We will think ahead of your needs to reduce the times you have to contact us, and when you do need support, you will be able to do a lot more for yourself and others in your family or your community. For those who are unable to self-serve, our telephone and face to face services will be better prepared, and readily equipped with the information we need to best support you. Fewer of our online applications will need you to send us supporting information. Some online requests for service from you will be resolved immediately. In some areas, you may not need to apply for services as we will have pre-empted your need, we will know what help or services you need from us, and we will proactively approach you!

This strategy is a live document and we will constantly be looking for ways to improve the services we provide as technology evolves and will be looking to you to tell us whether we are making a difference. Our success in delivering the world class customer experience we aspire to can be measured against actions which are outlined in this strategy. Please always tell us when you think we are doing well, or where you identify we can still improve!

Signed

Leader of the Council

Chief Executive

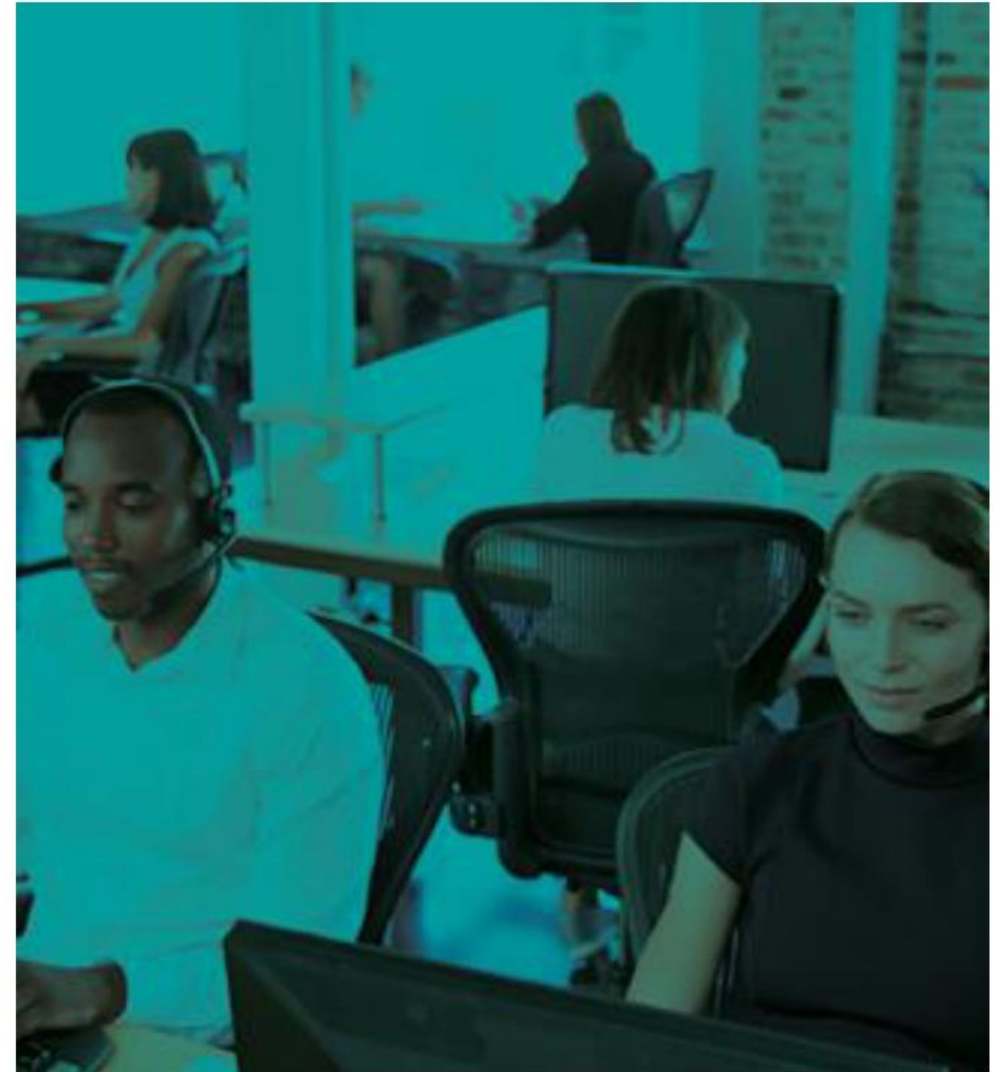
WHY WE NEED TO CHANGE



Why we need to change

In November 2020, Birmingham City Council started an ambitious journey to transform the way our customers experience our services. We engaged a forward-thinking organisation to partner with us and help us understand where we were going wrong. We commissioned them to review services to our citizens and provide us with insights on how we can improve.

Our partner confirmed our suspicions; we do not provide consistently high-quality customer service across the board. In places, our customer service offer is both quite traditional and inadequate. They found gaps in our level of customer care and a significant number of areas where we must improve. This has only strengthened our resolve and provided us with essential guidance on where we need to start. Their insights were many in number and significance; here are some of the headlines.



Some web forms are being utilised

We want you to make requests for services at any time of the day or night, and that is why we have invested in digital technologies to put services online. So far, we have put 170 of our own forms online, some of which need further enhancements to improve your journey to them, which can be disjointed and inconsistent. We need to develop more forms, reduce the links, simplify the self-service tasks, and remove the various printable PDFs on the website that you still need to download and print off.

Limited customer service feedback sought

Only 5% of our services ask customers about satisfaction with their services. This means most of our organisation do not know what you think about our services, how easy or not it is for you to transact with them, or how you feel they need to improve.

Excessive points of contact

We have too many points of contact for our customers. This creates many invisible barriers for you to navigate. We also know this causes confusion and frustration. We need to rationalise the way you contact us and simplify our processes. We need to untangle the lines of communication and streamline your contact.

Under-utilisation of the BRUM account

Only 21% of our services have services available on our customer portal (Brum account). This causes our customers a great deal of confusion and disruption, e.g. having to sign on multiple times to different portals for different services. We need to change this and remove barriers that can prevent you from accessing our services.

Services in demand

We know our services are very much in demand by you. We work hard to ensure we have sufficient staff and resources to cover that demand. However, we also recognise demand outstrips our ability to supply all the services you need. So, we will work with you to understand the pattern of your needs and match the staff and resources to the demand for our services. We will make better use of technology to provide insight into your patterns of demand

Resources where needed!

Some of our tools and systems are outdated or under- utilised. This can mean we end up using valuable staff time to complete tasks and activities a system is more than capable of handling and can often do in a fraction of the time. We will look to use technology to provide simple activities and reinvest the time saved on helping our citizens who are most in need of support.

Email contacts aplenty

We want our customers to contact us digitally, but we don't necessarily make this easy for you, or us. We don't think using emails helps you, and we find them difficult to process. We need to redesign your interactions with us digitally to make it as easy as possible to tell us what you need. We need to reduce the number of email addresses and increase the amount of well thought out electronic self-service access tools.

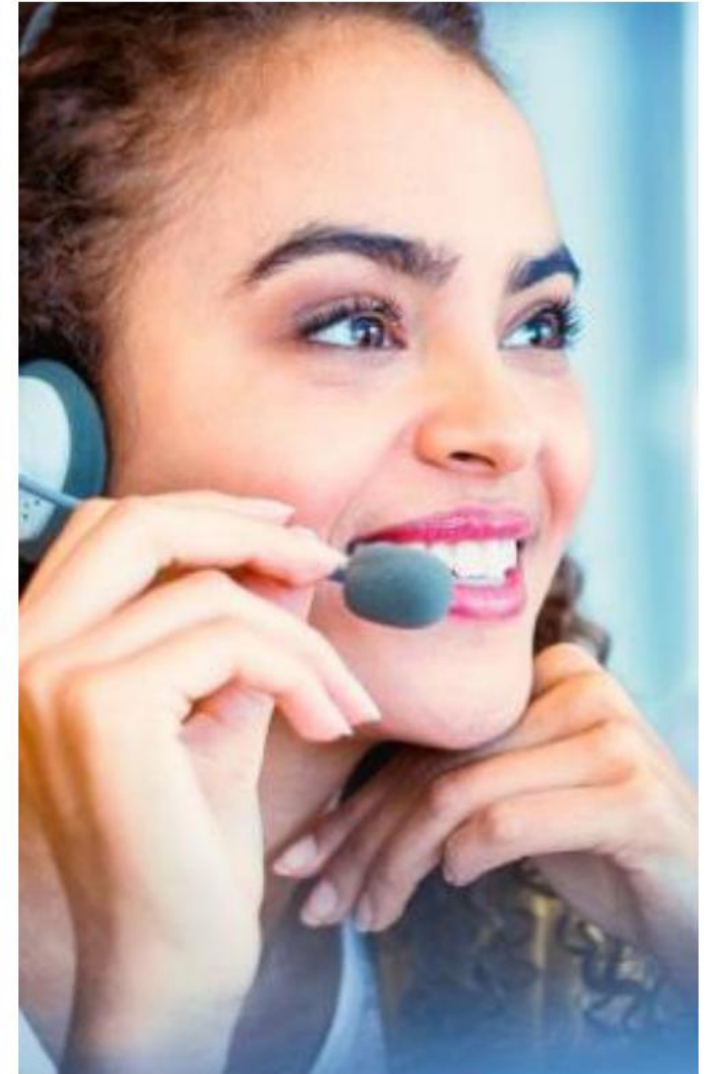
Contact centre under-utilised

Only a small fraction of our services are provided through the contact centre. This means most callers to the Council are not speaking to dedicated customer service staff trained to respond to your needs. We need to redesign our services to make sure qualified customer service staff are at the end of the line when you call.

Learning from complaints

We can learn a huge amount by listening to customers and reviewing feedback that we receive via our complaints process. We must improve and embed a process of learning from complaints so that we can better serve our communities and continue to drive up service quality

We recognise many of the areas for improvement identified through our review of customer service require changes to our systems and tools. The reality is that technology continues to transform at a tremendous rate, and we need to leverage it better. We are investing in these advances in technology deliberately so those of you who want to can interact with us at a time convenient for you. Your experience of interacting with the multitude of services that are straight-forward will be significantly improved. We can then redirect some of our staff to support those in our city who have more complex needs and require more support from us, be that online, over the phone or face to face. We can finally match our ambition and drive with the innovation and technology which now exists and is well within our reach!



OUR PLAN TO CHANGE



Our plan to change

We know you, our customers, expect us to modernise the way we interact with you. We also know many of you are “tech- savvy” and expect the same level of technology and web experience you receive from our “invisible competition”. We accept the challenge and have a plan to change your experience of interacting with us. We also recognise there will be times when you need to contact us in traditional ways, which is fine. We want to make your digital experience simple and accessible, but we recognise not everyone is digitally enabled. We will still provide the same level of help where and when you need it. We will provide the right service access at the right time for the correct type of transaction.

We will do this by building our solutions and improvements on the following foundational principles:

Redesigned service delivery

We are going to change the way we deliver our services. We will reset our processes and working arrangements to better meet your needs. We want to predict your service requests when we know what you need, and we want to intervene earlier when we see our customers need specialist support from us.

Customer-centric culture

We will rethink the way we view our customers in the services we deliver. We will create a culture where customer service is owned by everyone working for us to reflect your importance to us. We know Birmingham City Council exists for our customers, not the other way round!

Modernised tools and technology

Our tools and technology need modernisation. We know we need to keep up with the ways and means our customers want to communicate and interact with us. For example, at a basic level we know it is not always easy to make payment for our services, so we will change our payment options and make it easier for you to pay for the services you use. We will however commit to go much further than this by leveraging the latest technologies on a continued basis to support you in the best way possible.

Use your data wisely/proactively/logically

We know you only want to give us your information once. You want us to use that same data (like your address) to populate our other systems and provide other services, so we don't have to ask you for the same information repeatedly. We also know you would like us to tell you about the services you might be entitled to before having to ask. We will make sure we use the data sensitively and only where appropriate.

Making contact easy

We are going to redesign the way you contact us. We will simplify the whole experience and provide easy access to the services you need.

Measuring the important things

We want to be transparent in all our dealings with you. We will measure your satisfaction and tie it to our performance monitoring; this will ensure transparency. We will publish our targets and results. We will become confident in our ability to deliver excellent service, and we will share our successes and learning points with you. We also need to learn from complaints and ensure that feedback regarding the quality of our services is heard and acted upon to drive up customer satisfaction levels across all service.

OUR PROMISE TO YOU



Our promise to you

Through this strategy, we commit to change the things you tell us are essential. We have developed a set of customer promises, and we will hold ourselves accountable to ensure we deliver on them.

We need each other

We are the UK's largest Council, but we are equally a connected group of small communities. We understand the importance to you of the communities we serve, and we want to build a solid connection with them. We will seek to form genuine relationships with community groups, third sector organisations and faith groups serving our communities. We want to partner with these organisations and combine our efforts and energies to help better the communities you live in.

Fast track decisions

We will look for opportunities to fast-track decisions to enable you as customers (residents and businesses in particular) to navigate our administration quickly. We will seek to pre-validate your application/request where we know you meet the eligibility criteria. This means you will not be asked to wait weeks for the critical support you need.

Knowing what you need

We already know what our customers want from us before contacting us, e.g. the services we provide. With that in mind, we are going to pre-empt as much of your contact as possible. We will actively look for opportunities to make your life easier and speed up your interactions with us.

Tell us once!

If you provide us with information about you, we will, with your permission, use that same information to populate our other systems. You will only need to tell us once. We will then share that information (appropriately) with the Council's different teams when required.

Customer-driven innovation

We know we cannot improve things without fully involving you in what we are doing. With that in mind, we are looking for opportunities and avenues to work with you to get your views and ideas on how things can change and where we might save money. The people of Birmingham are well known for their interest and desire for innovation, and we want to tap into that potential!

Early intervention counts

There are times when we know early intervention will save money and reduce disruption for you. We will build the tools and systems to ensure we know when we need to intervene to help you and help us, e.g. we can install damp monitoring into our houses, so we know if there is a problem. We can then intervene early and fix any related problems before it causes associated health issues.



WHAT YOU CAN EXPECT



What can you expect

Birmingham City Council officially came into existence in 1838 (incorporated) and in 1974 became the metropolitan district council we are today. In those early years it was logical to arrange ourselves by work divisions.

In 2021 we no longer need to bind our work structures and organisation to these old patterns. We are now free to organise ourselves to best suit modern ways of working and in a way our customers can access. We know these technologies will continue to evolve and provide new opportunities and our commitment is to embed this continual improvement into the way we work.

We'd like to do lots of things, and we will need to prioritise them within the confines of the budget available to us to implement this strategy. We expect this strategy to lead to a reduction in our overall spend on our customer service. We have identified five 'themes' to coordinate and manage their delivery and have categorised actions into three levels of complexity:



Our four themes, to organise activity



A customer focussed council



A connected council



A smarter council



A connected city

Complexity levels of customer service

- Fix the basics
- Raise the standard
- Set the standard

The following pages of this strategy introduce each of these themes in more detail and set out the types of things we will do to improve our customer service to you.

A CUSTOMER FOCUSED COUNCIL



A customer focussed council

Our customers are the more than 1.1 million citizens who live in our city. They are supported by over 11,000 city council staff, 88% of whom live in the city themselves. We are the largest local authority in the United Kingdom, and Europe. While our size sometimes makes getting the consistency of services challenging, we are ambitious and want to be the quality standard for excellent customer service across the public sector.

We want to engage with you through multiple forums, so we prioritise our changes around the things that really matter to you. Our aim is that you will notice a direct and fundamental difference when engaging with us as we will be much more focussed on you and your needs, not just the service the officer you are talking to sits in. This includes being much more proactive, updating you and supporting your needs before things get bad, while at the same time enabling you and the community around you to help yourselves more.

We don't think excellent customer service should be limited just to the council. We are calling on our partners across the public sector to join us in raising standards of customer service in our city. Together we will meet your expectations for customer service.

Fix the basics

Our contract with you

We will develop a customer charter, setting out the customer service standards you can expect from us **by May 2022**.

Communicating change

We will launch an annual customer services communications plan, starting in **January 2022**.

Owning customer service

We will ensure that all 11,000 of our staff have completed customer centricity training by **December 2022**.

Accessibility

We will review all our websites to ensure that they cater for everyone's accessibility needs by **December 2021**.

Complaint Analysis

Where we don't always get it right, we will listen and act swiftly to resolve complaints and ensure that the root causes are known so that we can fix service issues in the longer term to avoid repeat complaints by **October 2021**.

Raise the standard

Giving you a voice

We will launch customer service panels, for citizens, young people etc, **by August 2022.**

Testing our services

We will recruit and launch our first mystery shopping teams in **by August 2022.**

Unblocking services

We will have reviewed all our major **processes** to remove unnecessary steps and blockers by the **December 2023.**

Understanding you

We will use publicly available data sets to really understand the make-up of those in Birmingham and use this information to help shape our services by **December 2022**

Set the standard

Sector leading customer service

We will create a customer service Centre of Excellence by **April 2023.**

A CONNECTED COUNCIL



A connected council...

A major challenge we recognise is that trying to navigate to the support and services you need can be complex and confusing at the best of times, and to make things worse can be exceptionally frustrating when we ask you to provide the same information over and over.

Through the connected council theme, we will to bring everything we do together through a 'Single Front Door', employing technology across our telephony, digital and face to face assets, to make it easier for you to interact with our services. Like our "invisible competition" we will look to personalise contact to your circumstances as much as possible from reminders for appointments, to re-using data you have already shared with us to helping you through different stages of your life.

Our aim is that where possible you do not even notice many of the services that we have done for you because we have been smarter in the way we deliver our services and not had to bother you.

Fix the basics

Getting our information right

We will review and update information and materials we provide about our services on our website by September 2022.

Raise the standard

A single front door

We will have a broader range of services through our, dedicated and specialist customer service team by **March 2023**.

Speeding up your frequent tasks

We will identify the top 50 service requests and prioritise digitising them, with many available online by **August 2022**.

We will develop the technology to share your information, in a safe and secure way, so that you don't have to keep repeating information to us approach by **March 2023**.

Helping you stay on top of things

We will be able to send you simple reminders for your appointments by **June 2022**.

Tell us your info once only

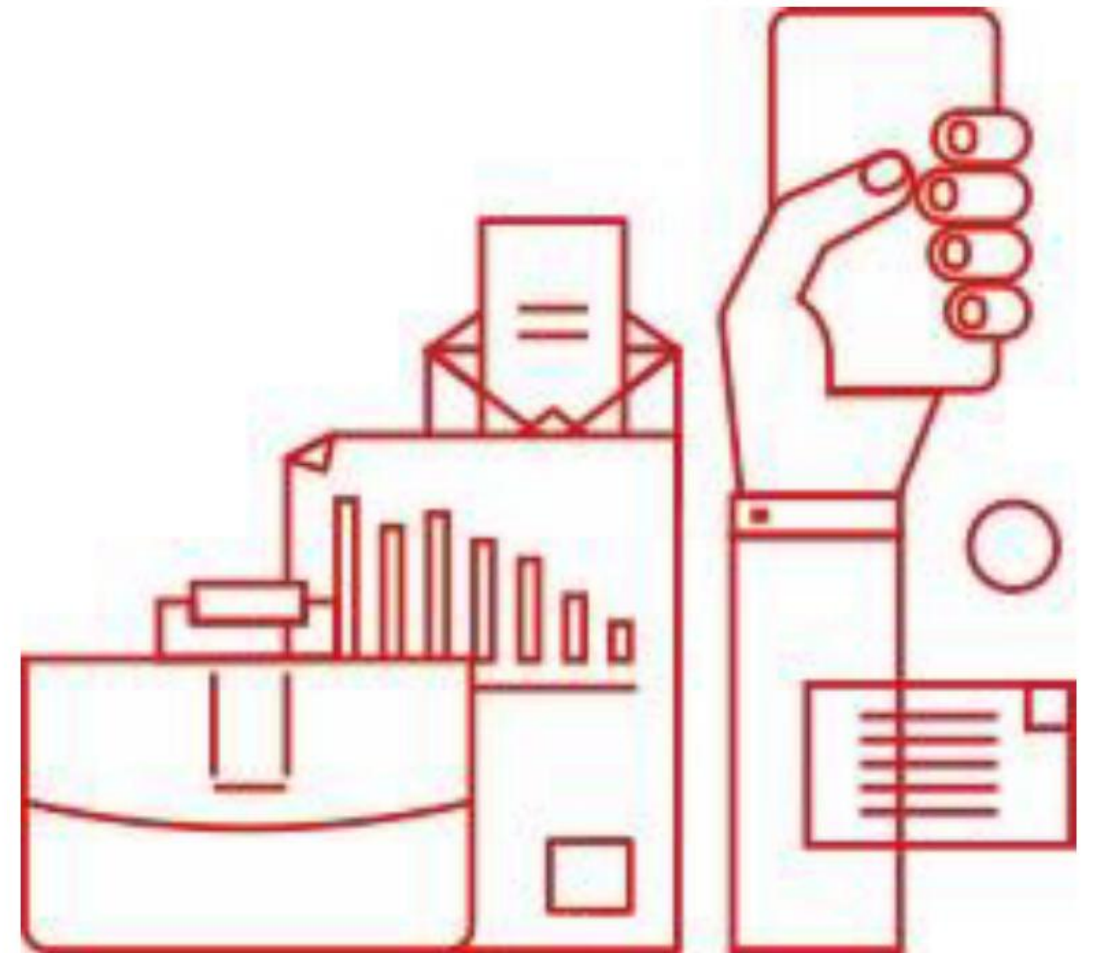
Setting the standard

Personalised service alerts and reminders

We will personalise automated reminder texts and emails, based on your circumstances and preferences (e.g. channel, time, messaging etc), so you never have to miss a deadline or an appointment with us, by **March 2023**.

Digital to promote healthy lifestyles

We will identify the top 50 service requests and prioritise digitising them, with many available online by **August 2022**.



A SMARTER COUNCIL...



A smarter council...

We must work smarter to meet your needs.

We recognise the majority of you just want to transact efficiently with us for what we call our universal services, those services every household receives like street-cleaning and waste collection. You do not want anything more than a simple straight-forward relationship with us, and that is what we must provide. We will invest in cutting bureaucracy and unnecessary steps to make doing business with us easy.

Some customers need more help, support and guidance, often from more than one of our targeted and specialist services - for things like help with skills, accessing benefits, homelessness prevention etc. We understand if we do not help you quickly, often your problems will become more acute and difficult to resolve. We will identify people most in need and intervene earlier, to prevent those customers having bigger problems. We will join up these services more effectively, so you do not have to make multiple applications or tell multiple services about the help you need. In doing so, we will create a service which takes into account all your needs and all the possible services we can offer, not just the one you ask us about.

Fix the basics

Connecting our teams

We will create a network of customer service champions, **by December 2021**, across services, to work together to identify new ways of working better for you.

Where we receive cross service and multiple team complaints, we will form working groups on your behalf to resolve and fix local Issues that communities face by working collaboratively with partners and the community to address the root causes of complaints.



Raise the standard

Redesign our customer service set up

We will create a new team to provide earlier support and intervention, bringing together the parts of the council providing the **top 50 targeted and specialist services**, by **January 2023**.

One view of you

We will develop our single view of you, sharing data safely and securely across the **top 10 service areas**, by the **December 2022**.

Getting ahead of demand

We will look for ways to work smarter, pre-empting your contact wherever possible across the top 10 service areas, by the **December 2022**.

Set the standard

Pointing you to services

We will identify the **top 20 related services** (e.g. school applications and local summer activities) and start automating linked messaging by **December 2024**.

Keeping you informed

We will identify the **top 5 activities** you would like to know about in your area (e.g. planned roadworks) and trial pre-emptively tell you, by text or email, by **December 2022**. We'll then plan for more!

A CONNECTED CITY COUNCIL...



A connected city...

Our communities are the lifeblood of our city. We however recognise we are not the only place you go to for support when you need it most, and that we need to partner with other public sector bodies such as the NHS and the myriad of critical local community groups, to provide much more seamless ways of supporting you. The Covid-19 pandemic has showed us the power of working together with our partners and our communities and the greater positive impact it has. We will build on the lessons we learned during that time!

You will feel the impact of this part of the strategy in many ways, from truncating simple processes like the elderly / vulnerable leaving hospital to receive care at home so you can get home quicker and not be asked the same information over and over, to seeing a much greater presence in the community with our locality-based service staff working with partners through shared service centres so you get the right support from the right organisation(s).

Fix the basics

Signposting for you

We will identify the top 50 non council service requests and ensure we prioritise and signpost to them on our website by **March 2022**.

Easy searching

We will improve search capabilities on our website, so it is easy to find the right service provider for your needs, by **March 2022**.

Community hubs

We will conduct a review of our properties by **June 2022**, to identify the best locations for community hubs / one stop shops, with partners.

Raising the standards

Asking you to help out

We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help out with their care, **by January 2023**.

Located together for you

We will co-locate with other service providers and partners, able to jointly support your needs, **by December 2024**.

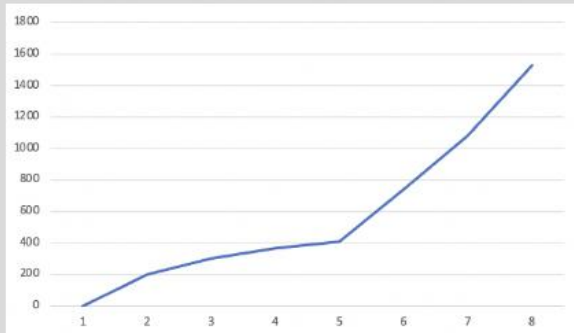
Appendix B : Customer Service Strategy Engagement Survey Feedback



RESPONSE DASHBOARD

TOTAL RESPONSES

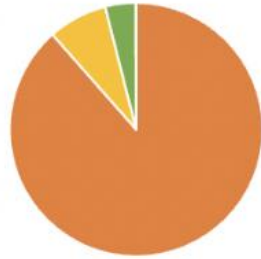
1530 (at close of survey 27/09/21)



Overview

- Majority of respondents identify as resident (89%) of Birmingham. Staff are likely to be included in this as 88% of staff live in the area.
- Most responses from 40 -74 age group (80%).
- 'White British' is highest in ethnicity.
- Spread of responses across Birmingham post codes only excluding B40, B47, B48 with 169 responses showing postcodes outside of Birmingham.
- Majority saying yes (92%) that BCC needs to change and improve the services provided.
- Regarding satisfaction with quality of service, majority aren't satisfied (67%)
- A high majority of respondents **strongly agree or agree** with the principles and the themes. 'We will put the citizen first' comes out top at 86%.
- 1530 responses is a higher response rate than other recent BCC consultations

AUDIENCE

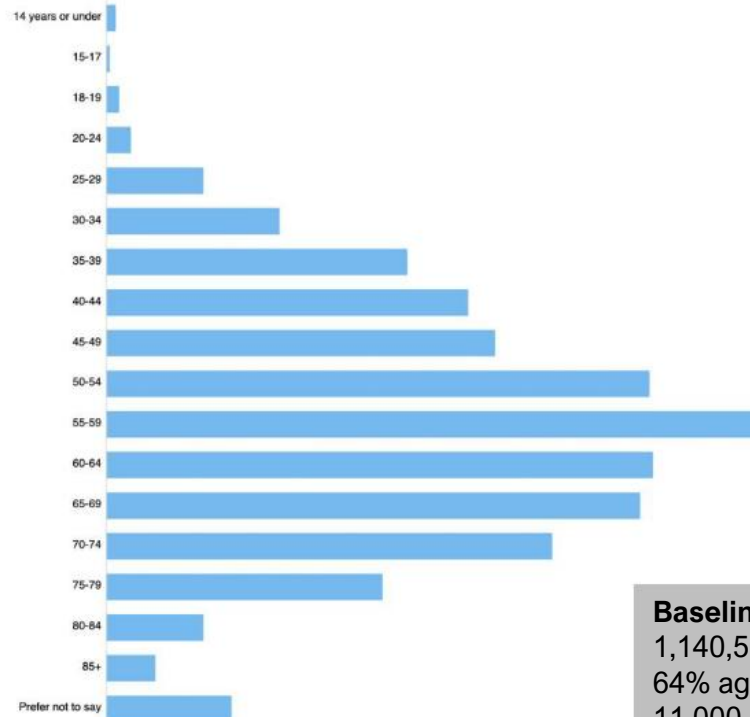


Resident	89.10%
Business	7.71%
Visitor	3.99%
Employee*	0
Carer	0.07%

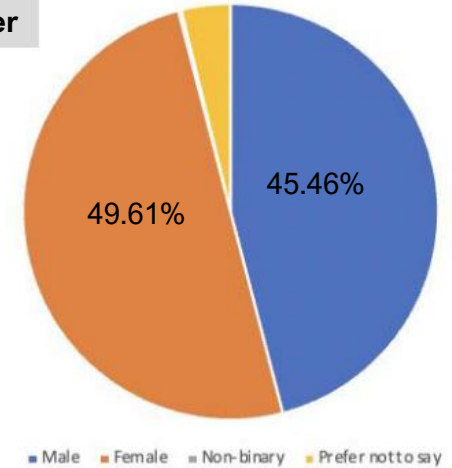
* Employees who live outside of BCC

Employees are likely to have registered as resident

Age



Gender



Baseline data

1,140,500 people living in Birmingham mid-2020
 64% aged 16-64, 38% under 25
 11,000 council employees
 23m visitors each year

Audience location based on partial postcodes provided

Are you a resident of Birmingham?

Yes



1348

No

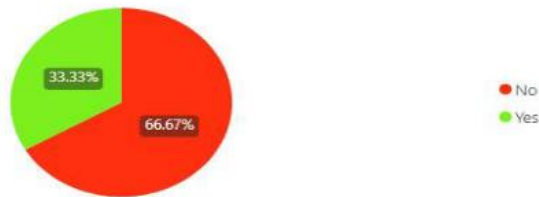


182



Heatmap visualizing the areas unsatisfied with the quality of service and agrees the need for change.

Total: Are you satisfied with the quality of service received from Birmingham City Council?



Total - Do you agree Birmingham City Council need to change and improve the services provided to you?

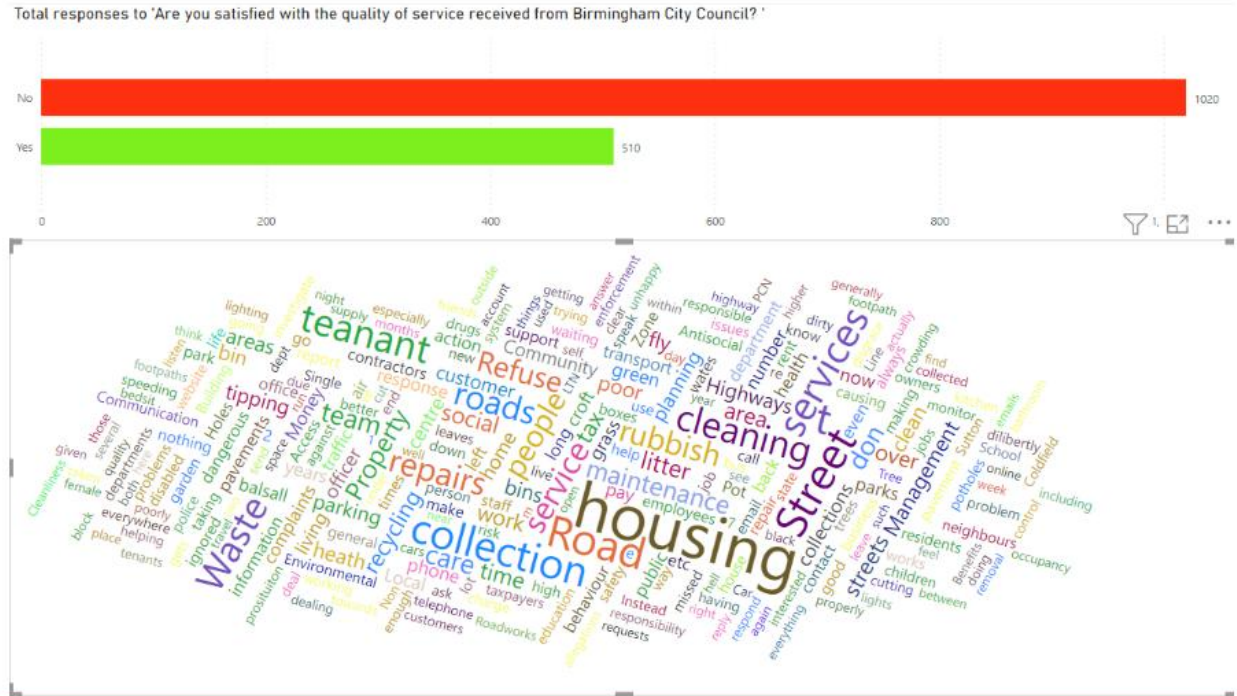


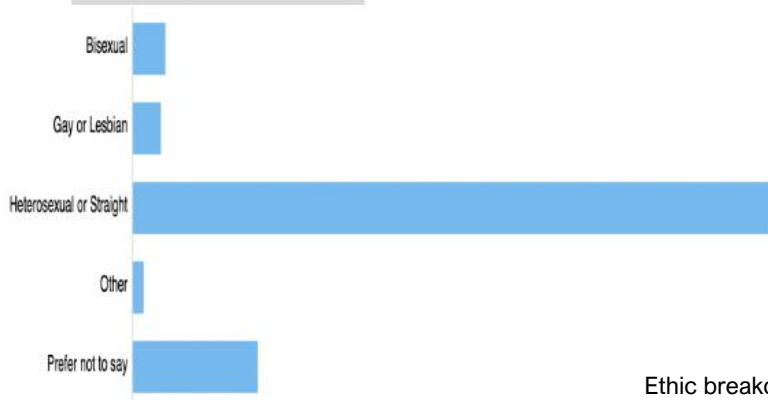
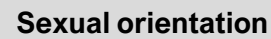
Word cloud based on free text responses of services respondents are unhappy with.

Are you satisfied with the quality of service received from Birmingham City Council?

Which services are you unhappy with and why?

- The word cloud provides a unique visualization showing the most frequent words used in the free text response.
- Font size represents the popularity of a word used in the responses captured.

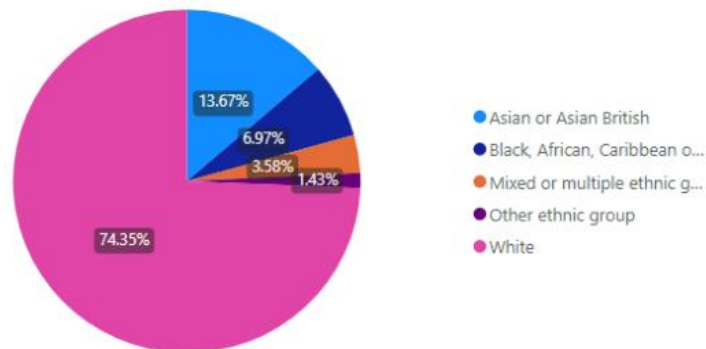




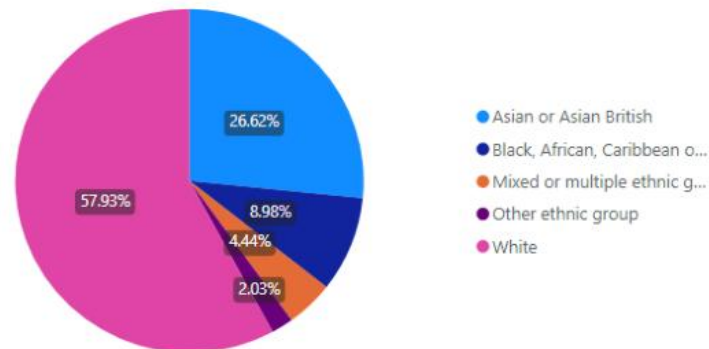
Ethnic background	Number
White British	570,217
Irish	22,021
Gypsy or Irish Traveller	408
Other White	28,990
White and Black Caribbean	24,700
White and Black African	3,223
White and Asian	11,186
Other mixed	8,476
Indian	64,621
Pakistani	144,627
Bangladeshi	35,627
Chinese	12,712
Other Asian	31,148
African	29,991
Caribbean	47,641
Other Black	18,728
Arab	10,910
Any other ethnic group	10,844

Ethnicity comparison by % with ONS Population profiles for local authorities Dec 2020

Survey results by Ethnicity

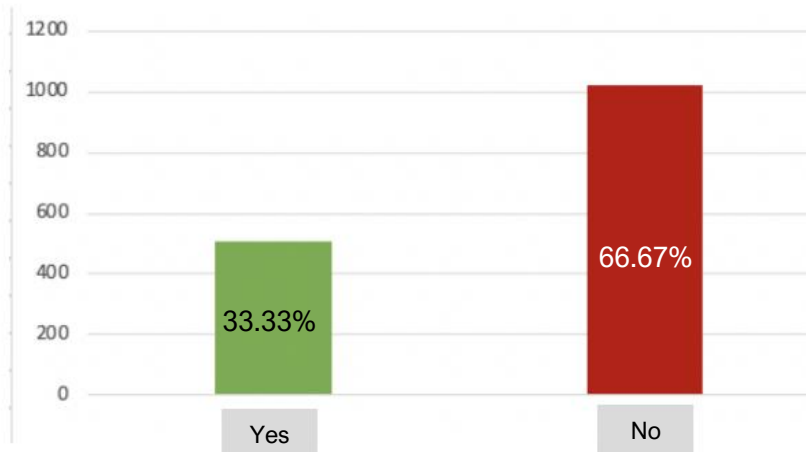


ONS Population profiles for local authorities in Birmingham Dec 2020



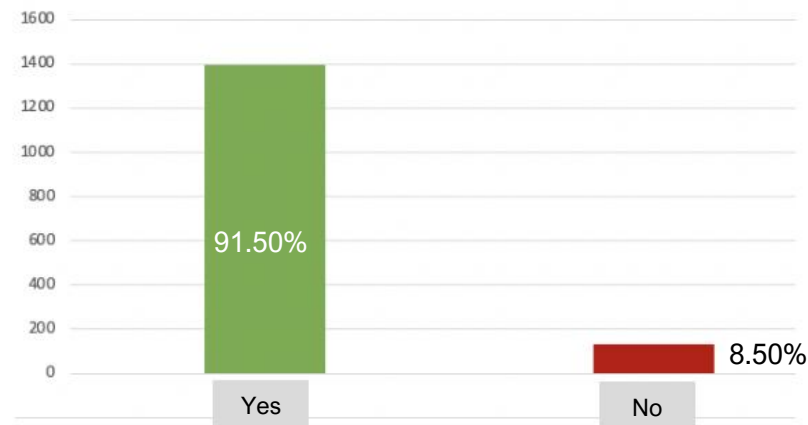
SATISFACTION

Are you **satisfied** with the quality of service received from Birmingham City Council?

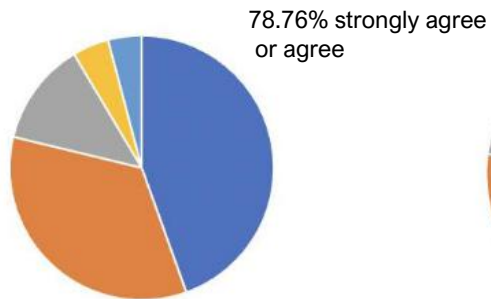
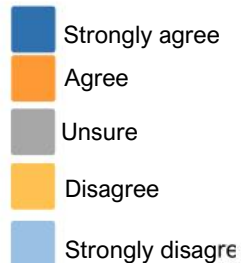


IMPROVEMENT

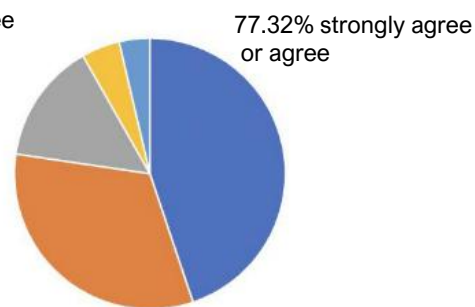
Do you agree Birmingham City Council need to **change and improve** the services provided to you?



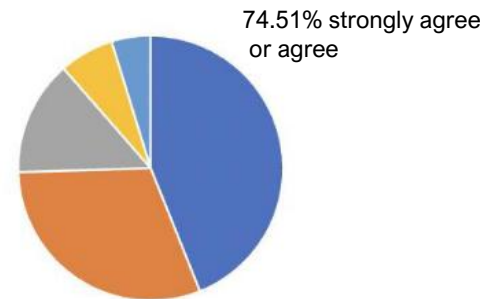
Principles



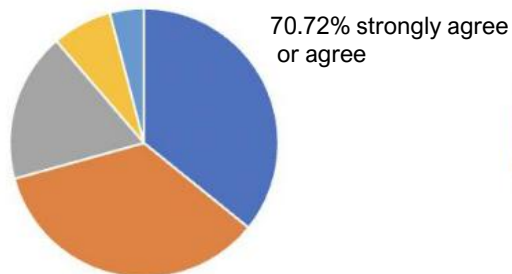
We will work better together with you



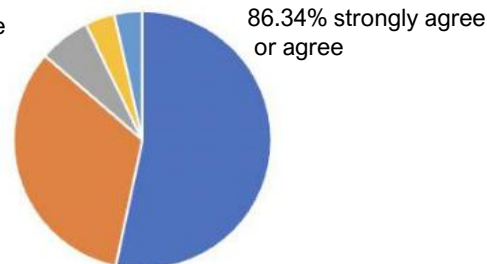
Make quicker decisions for you



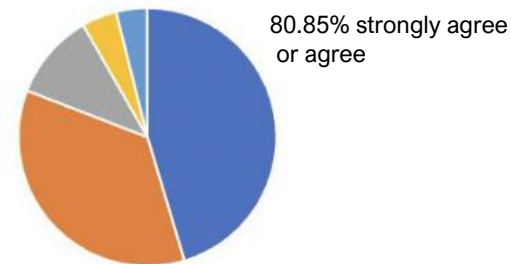
Reduce your need to contact us



Tell us once

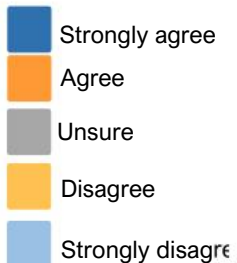


We will put the citizen first

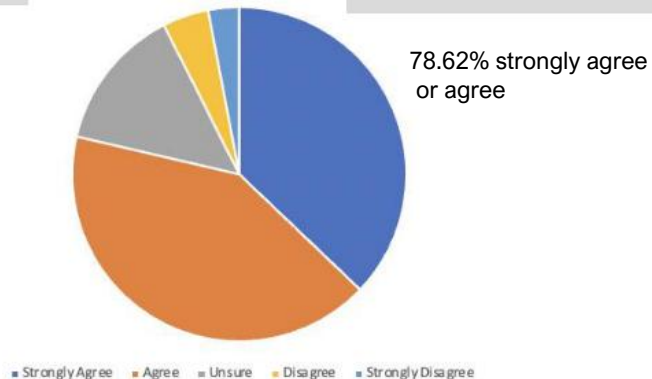


Taking a proactive approach to customer service

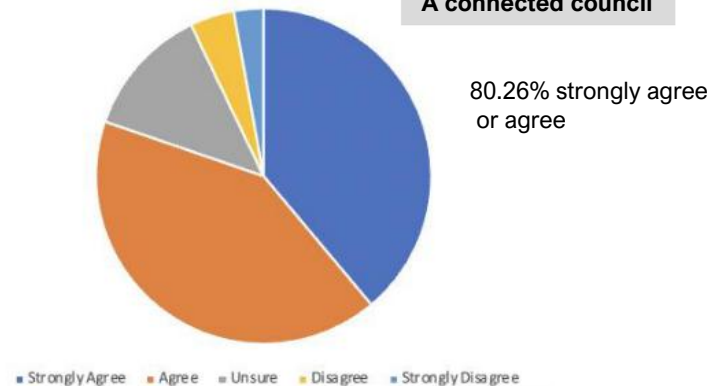
Themes



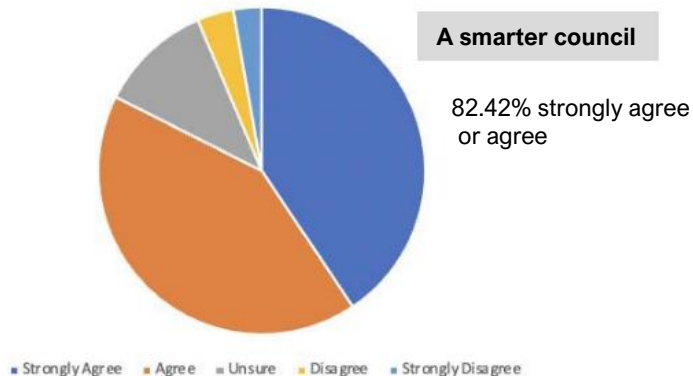
A customer focused council



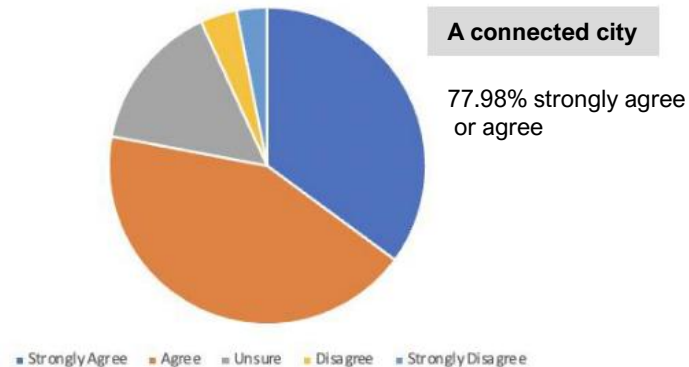
A connected council



A smarter council



A connected city



CUSTOMER SERVICE ENHANCED BUSINESS CASE

Fit for Purpose PORTFOLIO

AUTHOR(S): Cheryl Doran



Document Control

Document title	Enhanced Business Case – <i>Name of Programme / Project</i>		
Voyager Code			
Programme Sponsor	Peter Bishop, Wendy Griffiths		
Senior Product Owner	Geraldine Collins		
Finance Business Partner	Lee Bickerton		
Version number	1.1	Document owner	Cheryl Doran
Date approved		Document status	
Effective date		Approved by (name and role)	

Version	Author	Date	Summary of changes
1.0	Cheryl Doran	08/11/21	Initial draft developed

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1 Section A – General Information

This section is a high-level overview of the Programme and its scope

1.1 A1 - Programme Summary

This programme is to implement the Customer Service Strategy and to embed change and improvement in how the Council delivers its services to citizens through all access channels. Research conducted through the strategy development has highlighted that:

- customer service is inconsistent
- opportunities to digitise and automate to improve interactions are not being taken up
- customers are bombarded with too many access points
- a good deal of our online content is poor and needs improving
- high numbers of complaints and other failure demand (chase ups, etc)

In addition to the lack of consistency across different services, we need to acknowledge that expectations from our citizens are increasing, they expect to be able to transact with the Council online, and for those services to be good, to keep them informed and simply work without hiccups.

A partner was commissioned to support us in developing the strategy and highlighting to us where we needed to target our efforts in order to improve. This work has been invaluable in helping us to form our approach and devise a strategy that will help us embed it so that continuous improvement to customer service becomes second nature.

This presents a huge opportunity for the Council with outcomes such as:

- Improved customer service across a range of priority service areas
- A method/internal capability for delivering ongoing service improvements
- Improved reputation for the Council and reduction in complaints
- Reduction in costs as failure demand is tackled
- Cultural change and the embedding of agile practice through delivery

Work with our partner in the development of the strategy helped us split the work needed to implement it into three tranches, of which tranches 1 & 2 have already been delivered. Tranche 3 has identified 8 business cases that will make up the initial projects to go into the programme “backlog” or pipeline of projects to be worked on. These projects will test our teams in delivering end to end services across a range of technical capabilities, that have the ability to underpin and enable transformational change across the Council. These are:

- Smart communications: chatbots and automation to handle enquiries
- Internet of things – devices and sensors to predict damp in properties
- Robotic process automation: reminders, data entry
- Pre-emptive demand: renewals and reminders for garden waste
- Customer journey automation: automating pest control and retail markets licencing
- Digital Engagement: video based diagnostics for self repair and first time fix
- Joining up data sets: using data from other sources to tackle illegal HMOs

Optimising customer services: savings opportunities in delivering best practice customer service – improving the end to end service with technologies and tools.

Given the scale and nature of the services in Tranche 3, we have reviewed our delivery options and are proposing to deliver this programme using Agile methodology. Although this methodology is new to Birmingham City Council, it is a tried and tested methodology and is an ideal delivery methodology for this type of programme; where detailed designs and benefits cannot be put in place until there is research and engagement to design the service in a multi-disciplinary team. The way that the Council worked to deliver Covid (in cells of empowered multi-disciplinary teams) is the nearest equivalent for Birmingham, and the excellent work delivered should give confidence that the organization can adapt to this style of programme delivery at scale.

These projects represent an example of the types of opportunities the council can deliver, however, they will not be all that the programme will look at delivering in this timescale, other opportunities will be reviewed and prioritised with the aim of delivering products and benefits rapidly, building capability and experience. The project will put in place a prioritisation matrix which will look at the value to customers/the Councils delivery plan, the complexity to build, and the engagement and buy in of the service area to implement the change. The programme will have a gateway for each project after the discovery and design phase before it is put into the pipeline for delivery. Those projects not delivering sufficient value will be rejected. The programme will ensure that benefit realisation is achieved through completing another baseline 2 months after a project is live. This will be done in conjunction with the Finance Programme lead who will ensure that budgets are adjusted accordingly.

This business case is asking for funding to deliver the first year of the strategy, a follow up business case will be presented after that time for the remaining years of the strategy.

1.2 Organisational Context

Through the Birmingham City Council Delivery Delivery Plan (2020–2022), we have committed to addressing a number of significant customer issues, namely that people will not tolerate unreliable services that fail to join up around their needs and don't involve them as equals; that force them to be passed from pillar to post, that ask for information more than once, that fail to answer the phone or

respond on-line, or offer silence when what is needed are updates and assurances about progress. Birmingham City Council have committed to resolve these issues. The Council has defined some very clear spending objectives. The status quo cannot remain!

The activities of the programme directly support the Council's Delivery Plan outcomes of:

- Using innovative technology and processes to support making Birmingham an aspirational city to grow up and live in.
- Optimising services to support making Birmingham a great city to live in.
- Focusing our resources on the people that need it most, making Birmingham a fulfilling city to age well in.

Building on the work of the previous Citizens Access Strategy and ICT and Digital Strategy

In 2016 the Council developed a 'Citizens Access Strategy'. This strategy, alongside the 'ICT and Digital Strategy', has delivered significant improvements to the way citizens receive services.

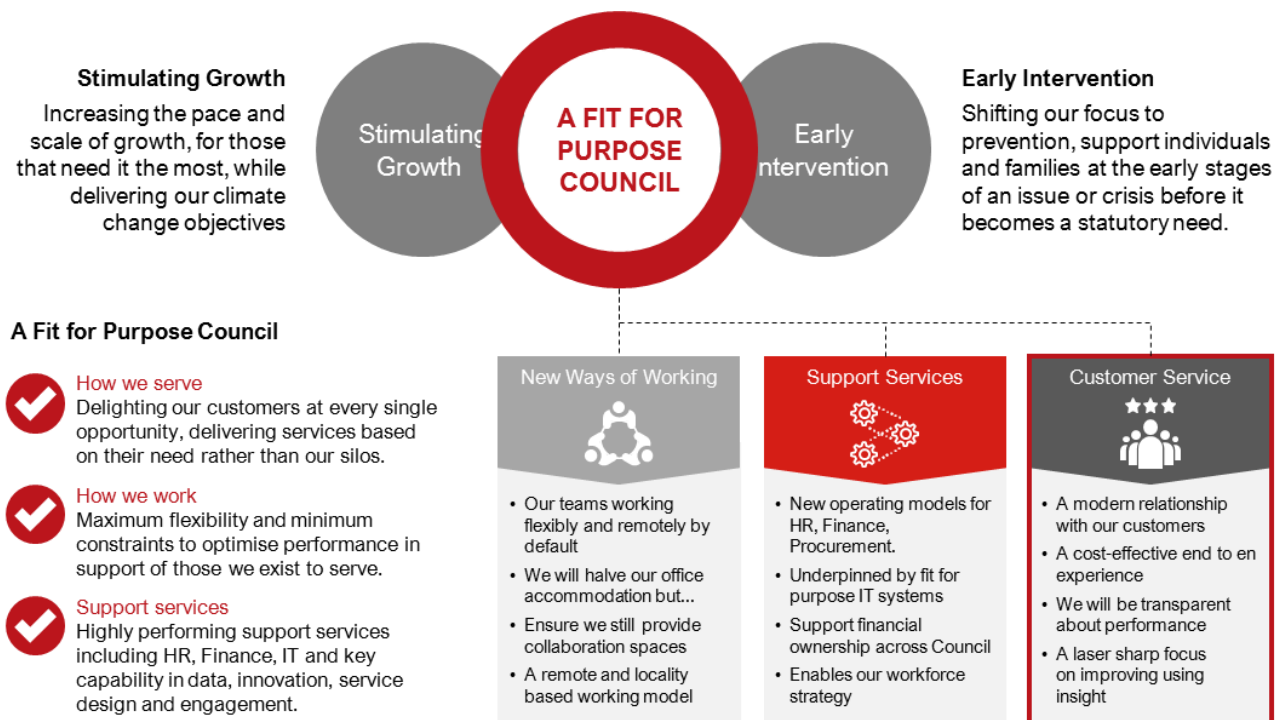
However, this strategy is over five years old, and while substantial progress was made under these previous initiatives, many things have changed. Including:

- **Our customers demanding better services** (particularly online). This is not just in the Local Government arena; Both central government and the private sector is experiencing similar changes. Just think how the banking sector has changed in recent years.
- **Digital tools have improved significantly**, becoming more customer-friendly and more integrated and better for everyone. As these advances, we need to re-invest to take advantage of the new tools, improved outcomes for residents or reduced costs (e.g., chatbots, AI tools etc.)..
- **The COVID-19 pandemic** has meant many customers have not been able to visit us and have had to use other channels for the first time.

In light of these facts, Birmingham City Council overhauled the Citizens Access Strategy and developed a new Customer Service Strategy. The Customer Service Strategy has been through a number of iterations to ensure it meets customer needs and during September been subject to engagement with customer and citizen feedback. Further details of the engagement can be seen in Appendix B Customer Service Strategy Engagement feedback.

Organisationally the programme is part of the Fit for Purpose Council, one of the three strategic portfolios of work that form part of the Birmingham City Councils Delivery Plan.

Figure 1 Fit for Purpose Council Portfolio



The visual above provides a high-level summary of how the programme relates to our parent portfolio and other strategic transformation initiatives across the council. The Customer Service Programme is an integral part of the Fit for Purpose Council Portfolio, which comprises of the following investment objectives to:

- Improve the experience our customers receive when contacting the Council (effectiveness).
- Ensure we have the performance data to understand customer interactions and continually improve (efficiency and economy).
- Fund the improvements in the customer and business processes in a range of services (economy, efficiency, and effectiveness)
- Reduce the number of contact points and interactions customers need to navigate when contacting the council (efficiency)
- Train and empower staff to put customers at the heart of everything we do (effectiveness)
- Provide the Council with financial savings (economy)
- Ensure there is a continuous cycle of customer improvements in the future.

1.3 Customer Service Strategy context

The Council is determined to make Birmingham a fair and thriving city where all citizens can achieve their potential and share in the city's success.

The impact of the pandemic, as well as the results from the recent customer engagement survey, have highlighted issues that have been hidden in plain sight for too long. For example, the customer engagement survey revealed that two-thirds of respondents are not satisfied with the quality of services provided by the Council. To address the issues, the Customer Service Programme has been identified to bring together, build upon and accelerate existing work to improve our customer

experience, whilst identifying and implementing the required activities to ensure we are a truly customer centric organisation.

While substantial progress has been made, this EBC for the Customer Service Programme has been prepared within the context of the council's Delivery Plan for 2020 – 2022 (see appendix for further details):

1. We will put customers at the heart of everything we do
2. We will use insight to inform how we best serve our customers
3. We will make digital the channel of choice whilst maintaining alternative channels for the most vulnerable
4. We will be transparent about our service standards and our performance against them
5. We will be innovative and improve efficiency and effectiveness

The Customer Service Programme seeks to address the current issues that exist across the Customer Services as a whole, the details of which are summarised below:

“The UK saw the equivalent of more than 12 years of ecommerce growth in 12 months”

“the pandemic accelerated the digitisation of customer interactions in Europe by three years and the partial or total digitisation of products and services by seven years, compared with the average rates of adoption in 2017-19”

Source: Digital Transformation Report in the Times (Sept 2021)

The pandemic has created a shift from the wider community to engage digitally far more than previously. The Council must catch up with customers and businesses in utilising digital channels while ensuring those who can't access digital or who need more targeted intervention are not left behind. This also raises the requirement to ensure our engagement with customers digitally is optimised. This will ensure we are not only doing the basics well when services are accessed but that we are also progressing at the rate of change needed to exceed customer expectations.

1.4 Why change?

In September 2021 the customer service strategy engagement survey received 1,530 responses.

The engagement survey questioned citizens, businesses, staff and visitors on satisfaction with council services and whether there is a need to improve council services, as well as opinions on the principles and themes of the customer service strategy.

Just under 67% of respondents said they were not satisfied with the quality of service received from Birmingham City Council.

Respondents were asked which services they were unhappy with, and a wide range of responses were received for services across the council. Services such as housing, waste collection and street cleansing, social care and council tax ranked highly.

The lack of satisfaction concerned activities such as how to book a service; not receiving responses to emails; finding the website difficult to navigate; not being able to contact specific staff; and not being treated with respect and feeling ignored, neglected and dismissed.

The survey also tells us that 92% of respondents agreed that Birmingham City Council needs to change and improve services.

When asked about the principles and themes in the customer service strategy, a high majority of respondents strongly agree or agree with the principles and the themes for improvement and change.

Regarding the principles:

Table 1 Customer Engagement Survey Results - % agreement with customer service principles

Principle	% Strongly agree/agree
We will work better together with you	79
Make quicker decisions for you	77
Reduce your need to contact us	75
Tell us once	71
We will put the citizen first	86
Taking a proactive approach to customer service	81

Regarding themes:

Table 2 Customer Engagement Survey Results - % agreement with Customer Services Strategy themes

Theme	% Strongly agree/agree
A customer focused council	79
A connected council	80
A smarter council	82
A connected city	78

The responses from the survey indicate that customers want changes to the customer service approach in order for it to provide them with an exceptional level of service.

Our 2021 tranche on analysis revealed that we have some work to do in order to improve things for the citizens of Birmingham. Here are some of the key headlines from our findings:

Table 3 Service Review - Headlines

Headline	Detail
Excessive points of contact	We have too many points of contact for our customers. There are 268 BCC websites; We point our customers toward 200 contact numbers and 151 email addresses; We request our customers send post to 113 postal addresses. This creates many invisible barriers for you to navigate. We also know this causes confusion and frustration. We need to rationalise the way customers contact us and simplify our processes. We need to untangle the lines of communication and streamline contact.
Limited customer service feedback sought	Only 5% of our directorates ask customers about satisfaction with their services. This means most of our organisation do not know what customers think about our services, how easy or not it is for them to transact with us, or how customers feel they need to improve.
Under-utilisation of the Brum account	Only 8 of 39 divisions across all Council directorates (or 21%) have services available on our customer portal (BRUM account). This causes our customers great confusion and disruption, e.g., having to sign on multiple times to different portals for different services. We need to change this and remove barriers that can prevent Customers from accessing our services.
Some web forms are being utilised	We want Customers to make requests for services at any time of the day or night, and that is why we have invested in digital technologies to put services online. So far, we have put 119 forms online, some of which need further enhancements to improve the Customer experience which can be disjointed and inconsistent. We need to standardise the experience, simplify the self-service tasks, and remove the various printable PDFs on the website that Customers still need to download and print off.
Services in demand	We know our services are very much in demand. We work hard to ensure we have sufficient staff and resources to cover that demand. However, we also recognise demand outstrips our ability to supply all the services Customer need particularly if that demand is in the wrong place or we have not utilised data and technology well enough. So, we will work with Customers to understand the pattern of their needs and match the staff and resources to the demand for our services. We will make better use of technology to provide insight into demand patterns.
Resources where needed	Some of our tools and systems are outdated or under-utilised. This can mean we use valuable staff time to complete tasks and activities that a system is more than capable of handling and can often do in a fraction of the time. We will look to use technology to provide simple activities and reinvest the time spent helping our citizens who are most in need of support.
Email contacts aplenty	We want our customers to contact us digitally, but we don't necessarily make this easy for them to do that or for us to deliver the service. There are 151 email

	addresses published! We don't think using emails helps you, and we find them difficult to process. We need to redesign your interactions with us digitally to make it as easy as possible to tell us what you need. We need to reduce the number of email addresses and increase the number of well-thought-out electronic self-service access tools.
Contact centre under-utilised	Only a small fraction of our services is provided through the contact centre. This means most callers to the council are not speaking to dedicated Customer Service staff trained to respond to your needs. We need to redesign our services to ensure qualified Customer Service staff are at the end of the line when customers call.

For the complete details of the Customer Service Strategy engagement, details can be found in Appendix B.

1.5 A2 – Programme Scope

In Scope
<ul style="list-style-type: none"> • All citizen facing services are in scope of the programme. • Tactical web form and content improvements • Brum 3; inherited from the Council's Delivery plan.
<ul style="list-style-type: none"> • Priority service improvement projects from across the Council – initial programme pipeline (backlog) is <ul style="list-style-type: none"> ○ Smart communications: chatbots and automation to handle enquiries ○ Internet of things – devices and sensors to predict damp in properties ○ Robotic process automation: reminders, data entry ○ Pre-emptive demand: renewals and reminders for garden waste ○ Customer journey automation: automating pest control and retail markets licensing ○ Digital Engagement: video-based diagnostics for self-repair and first-time fix ○ Joining up data sets: using data from other sources to tackle illegal HMOs ○ Optimising customer services: savings opportunities in delivering best practice customer service – improving the end-to-end service with technologies and tools.

Following the development of the Outline business case and the delivery of our partner report, it has been concluded that actually, nothing is out of the *potential* scope of this programme. We want to deliver improved customer service across the Council and to use this as a blueprint to continue to deliver change and improvement. For this reason, tranche 3 of this programme will be delivered as an agile programme. This is because we cannot fix everything in one go, what is being asked for is time, budget for a team and empowerment to work to the principles in the customer service strategy. It is recognised that we need to be adaptable to changes in what our customers need and to show benefits early, stop when something doesn't make sense and learn and iterate frequently. This will be a programme that:

- Reviews potential opportunities and applies a prioritisation matrix so that they are delivered in order of priority to the council to maximise benefits
- Delivers value at pace and at regular intervals, not waiting till the end of the programme.
- Makes the most of our internal talent, reduces our reliance on external consultants and enables us to learn and iterate

The research done as part of the strategic review has highlighted a number of projects that will go into this initial phase for prioritisation. These projects will develop our internal capability across a range of toolsets and develop confidence in delivery. A business case to continue into the second year of the strategy will be brought back in December 2022.

Out of Scope

- System procurement and 3rd party costs that might be incurred. Separate business cases will need to be presented where this is required. We have made assumptions that we have the integrations, and platform capability to deliver much of the work, but where we do not, we will request separate investment, pending its' value to the Council.

2 Section B – Strategic Case

This sets out the case for change and the project's fit to the Council Plan objectives

2.1 B1 - Programme Investment Objectives and Outcomes

The investment objectives and outcomes for this programme are to deliver the Customer Service Strategy 2022-2026 which can be summarised as follows:

Objectives	Outcomes
<ul style="list-style-type: none">Improve the experience our customers receive when contacting the Council through all channels (effectiveness).	<ul style="list-style-type: none">Reduced contact points, reduced failure demand, improved customer satisfaction
<ul style="list-style-type: none">Train our staff to put the customer at the centre of everything we do	<ul style="list-style-type: none">Increased customer satisfaction, reduced complaints
<ul style="list-style-type: none">Develop our capability to deliver service improvement without the need for external help.	<ul style="list-style-type: none">Reduced cost of contractors
<ul style="list-style-type: none">A plan for delivering continuous improvements into the future	<ul style="list-style-type: none">Ongoing service improvements are part of our everyday work
<ul style="list-style-type: none">Improved metrics and performance analysis	<ul style="list-style-type: none">Better insight, able to target support to areas where the biggest impact can be made
<ul style="list-style-type: none">Customer panel established to help us research, test and validate our services	<ul style="list-style-type: none">Services are designed better to meet needs

Outcome measures will need to be tailored depending on the service going in for transformation, but it is expected these will be in line with the Government Digital Service Standard i.e.:

- Cost to serve (call volumes, staff involved in delivery, etc)
- Digital take up
- Completion rate (demand caused by failure in the service)
- Customer Satisfaction

The outcomes for this programme are directly related to our Customer Service Strategy which was developed with customers, members and other stakeholders. The improvements in this programme are what they have asked us to deliver.

2.2 B2 - Programme Deliverables

The Programme deliverables at a high-level link directly to the Customer Service Strategy and are summarised in the table below.

Commitment	Timeline	Delivery Approach
A Customer Focussed Council		
Our contract with you We will develop a customer charter, setting out the	May 2022	Using the existing Citizen Involvement team panels, the programme will develop a co-produced charter using best practise examples from other local authorities and

Commitment	Timeline	Delivery Approach
customer service standards you can expect from us.		tailoring to our diverse community needs. This will be an activity managed in the change and release team.
Communicating change We will launch an annual customer services communications plan	January 2022	Using the existing Citizen Involvement team panels, developing the current Customer Service communications plan so that the Council and Customers will have a clear plan of when communication to our customers takes place during the year. This will be developed as an activity within the Change team.
Owning customer service We will ensure that all 11,000 of our staff have completed customer centricity training	December 2022	Collaborating with the Organisational Development team colleagues to develop a complete training for existing and new colleagues to ensure we can demonstrate we put customers at the heart of everything we do. This will be delivered by the New Ways of Working Programme.
Giving you a voice We will launch customer service panels, for citizens, young people etc	August 2022	Working with the Citizen Involvement team we will identify a Customer Service Programme Citizen panel for customers visitors, and business to be involved in service design and delivery that reflects our diverse communities. BAU activity monitored by the programme
Testing our services We will recruit and launch our first mystery shopping teams	August 2022	Working with the Citizen Involvement team to identify a group of citizens, that can test our services on all access channels. BAU activity monitored by the programme.
Understanding you We will use publicly available data sets to really understand the make-up of those in Birmingham and use this information to help shape our services	December 2022	Using the newly available Census 2021 data and other accurate datasets to ensure we test ourselves to ensure our services understand our customers and reflect the communities we serve. This work will be monitored on the programme but will be a BAU activity.
A Connected Council		

Commitment	Timeline	Delivery Approach
Getting our information right We will review and update information and materials we provide about our services on our website	September 2022	Delivery Team 1 will develop a training plan for content authors across the council and correct highly visible content.
Speeding up your frequent tasks We will identify the top 50 service requests and prioritise digitising them, with many available online	August 2022	Analysing current usage, the programme will prioritise service requests to ensure we maximise the offer to customers based on usage. The design and discovery team will work with service areas to ensure these are prioritised effectively.
Helping you stay on top of things We will be able to send you simple reminders for your appointments	June 2022	Exploiting our existing technology toolset to ensure we can prioritise reminders for appointments to make life easier for our customers. This work will be completed in delivery team 2.
A Smarter Council		
Redesign our customer service set up We will create a new team to provide earlier support and intervention, bringing together the parts of the council providing the top 50 targeted and specialist services	January 2023	Analysing the complete customer journeys of the top 50 services to provide a seamless service for the customer with a focus on early intervention. This will be completed by our design and discovery team.
One view of you We will develop our single view of you, sharing data safely and securely across the top 10 service areas.	December 2022	Analysing the top 10 services and areas to understand, design and develop the associated capabilities of sharing the datasets in a lawful and sensitive way to make our customers lives easier. This will be completed by our design and discovery team.
Keeping you informed We will identify the top 5 activities you would like to know about in your area (e.g., planned roadworks) and trial	December 2022	Analysing the top 5 activities prioritised by customers to allow customers to be updated in a proactive way, removing the requirement for customers to contact us. This will be delivered in Delivery team 2.

Commitment	Timeline	Delivery Approach
pre-emptively tell you, by text or email		
A Connected city		
Signposting for you We will identify the top 50 non-council service requests and ensure we prioritise and signpost to them on our website	March 2022	Working in collaboration with our colleagues, partners and community stakeholders identifying the services provided to ensure the non-council offer is clearly visible on the website.
Easy searching We will improve search capabilities on our website, so it is easy to find the right service provider for your needs	March 2022	This will be completed by delivery team 1.
Asking you to help out We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help out with their care	January 2023	The programme will identify citizens that can be part of an initial trial of using technology to meet their care needs with a greater involvement of the community. This work will be done by the design and discovery team.

This is an agile programme, therefore the products delivered will need to be scheduled once our designs are more fully formed, roadmaps will be communicated regularly but need to be adaptive and delivering the highest priorities. The initial pipeline of work has been formed following work done by our partner in the strategy formation stages. These are:

- Smart communications: chatbots and automation to handle enquiries
- Internet of things – devices and sensors to predict damp in properties
- Robotic process automation: reminders, data entry
- Pre-emptive demand: renewals and reminders for garden waste
- Customer journey automation: automating pest control and retail markets licencing
- Digital Engagement: video-based diagnostics for self-repair and first-time fix
- Joining up data sets: using data from other sources to tackle illegal HMOs
- Optimising customer services: savings opportunities in delivering best practice customer service – improving the end-to-end service with technologies and tools.

2.3 B3 - Programme Benefits

This programme will deliver benefits in improving the service. The benefits will be delivered in iterative chunks in co-production with the service areas. The programme also has a total cashable savings target of £10.7m over the 4 year period 22/23 to 25/26. To date approximately £5.9m worth of recurring savings opportunities have been identified with £1.7m of this now validated and ready to be progressed to delivery stage with the remainder requiring further validation work.

Benefit	Impact	Measure
Benefits already underway from tranche 2		
Reduced calls, emails, and face-to-face contact through implementation of webchat	Greater self-service online as webchat facilitates customer requests rather than customers having to call Contact Centre	Improved channel shift to digital solutions
Reduction in number of telephone numbers	Improved call routing and navigation increasing the likelihood of the customer speaking to the right team at the first time of trying	Increased customer satisfaction
Reduce 131 postal addresses resulting in channel shift to web forms	Channel shift to digital forms, which are more reliable and provide better results for the customer	Increased customer satisfaction
Reduce 151 email addresses making it easier for customer navigation	Channel shift to digital forms, which are more reliable and provide better results for the customer due to the structured format required	Increased customer satisfaction Improved contact resolution times
Convert 85 PDF word document into e-forms improving data capture and efficiency	Customers can self-service online rather than must fill out PDF/ paper form	Reduced number of PDF forms/ forms that require manual rekeying Improved response times
Benefits to be delivered in tranche 3		
Improved customer satisfaction: by adopting our strategic principles and leveraging new technologies to handle customer contact	Happier Birmingham City Council customers can lead more fulfilling lives thanks to a council that cares	CSAT scores Complaints
Reduced budget requirements by adopting a customer-centric delivery model backed by technology	Increased annual savings by year 4 through this enhanced business case.	Revenue costs to deliver services as per Financial Case in EBC
Increased channel shift to online services by developing fit for purpose solutions that make it easy	Customers who can access council services online leaving agents with more time to handle complex enquiries	Contact handling reports
Reduced demand for calls as services are brought online, allowing agents to spend more time with those who need extra help	Customers who can access council services online, leaving agents with more time to handle complex enquiries	Call volume reports
Improved information, advice, guidance and targeted approach to customer circumstances	Reduced failure demand for services through increased early interventions	Reduction in number of repeat requests from customers
Automating appointment reminders	Helping customers to manage their time and receive the help they need in a timely manner.	Reduced missed appointments
Automating application processes through robotic process automation	Reduced time to assess customer applications before approval, often providing support more quickly when needed.	Application processing times is improved.

2.4 B4 - Social Value Outcomes

- Improved perception of the Council's services
- Citizens will find it easier to transact with us and will experience reduced frustration
- Creation of new roles in agile customer centric delivery will present opportunities for our own workforce and add value to the wider system

2.5 B5 - Stakeholders

Engagement has been thorough, engaging different peer groups for challenge and feedback, including:

Customers and Communities
Elected Members
Corporate Leadership Team and Extended Leadership Team
Colleagues
Customer Service Programme Board
Internal Partners and business units

In addition to the above, formal feedback on the Customer Service Strategy has been sought from residents and businesses. There has also been an independent user experience review conducted. The programme is also setting up a citizens panel that will inform future service design and be an integral part of implementing the Customer Service Strategy. Further detail on the feedback on the engagement is detailed in Appendix B.

2.6 Other organisational strategies and programmes

The Customer Service Programme has links, dependencies and overlaps with a range of existing strategies. From a philosophical perspective, the council is here to serve our citizens, and as such, all strategies should be centred around citizens.

Notwithstanding, some of the critical strategies worth highlighting due to the level of overlap or dependency are listed below. Note: a complete list of the strategies that have been reviewed in detail can be found in **Error! Reference source not found..**

Figure 2 – key Dependencies and Overlaps

Key Council Strategies	Why is it important?
ICT and Digital Strategy	Digital channels are a key way for customers to interact with the Council. The customer services programme and digital strategy team are jointly working on the development of the digital strategy. The provision of services to residents is wholly dependent on sound technology. It is only through integrated systems, clean and up-to-date data that we can serve our residents well.
Digital City	Similar activities and shared challenges with Birmingham's Digital City ensure the most vulnerable and excluded citizens have better access to online and face-to-face services.
Workforce Strategy	We have committed that every staff member will be provided refresher training in customer- centricity by 2022, and we have the ambition to

Key Council Strategies	Why is it important?
	<p>put customers at the heart of everything. The training is already a key item in our workforce strategy.</p> <p>The Council are also committed to agile and digital working, offering flexible arrangements that work for our employees.</p> <p>Finally, as a council, we are moving away from actions to outcomes, making sure that we have a high performance, empowered workforce able to deliver results that matter</p>

3 Section C - Economic Case and Options Appraisal

This section sets out the options that have been considered to determine the best value for money in achieving the Council's priorities

3.1 C1 - Summary of options reviewed at OBC stage

The economic case for the Customer Service Programme was previously considered at the OBC stage. The following options were considered, and the Programme Board concluded that the preferred and recommended way forward is **Option 3 – full-scope programme**. No material changes have occurred at the EBC stage. The summary is provided below:

Option	Advantages	Disadvantages	Selection/ Dismissal
1) 'Do nothing' - Maintain division of responsibility across directorates, deliver BRUM account /improvement to complaints as discreet projects.	Limited impact on current staffing arrangements. No investment risk	Will not deliver the extent of our vision for customer service. Limit's opportunities to improve the customer experience and deliver savings. Council is in a position whereby savings need to be made.	Dismissed. Suboptimal delivery of the Customer Service vision and improvements to the customer experience.
2) Partial Scope Programme - Coordinate centralised activity under a programme structure and work with selected directorates.	Greater coordination and joined up working of in-flight projects.	Whilst selected improvements could be made, services would remain inconsistent, and opportunities to maximise efficiency would be missed Increased total cost of ownership due to fragmented delivery.	Dismissed. Services would continue to be inconsistent.
3) Full Scope Programme – Include the whole service catalogue across all directorates within scope, prioritise, and phase delivery whilst delivering the outputs using an agile programme methodology	Whilst significant in scope, ambitions can be realised through effective phasing and sequencing of activity. By addressing customer service across the council, we can offer a consistent and excellent customer experience.	Greater investment required. Greater level of change management required.	Recommended option. A phased approach provides better management of costs and associated delivery by reducing the risk of change fatigue and negative impact on performance at a time of reduced capacity across the organisation. Only by addressing customer service across the council can we offer a consistent and excellent customer experience.

Improved customer experience: services to be measured through mystery shopping (as the customer measure the process when it went LIVE, they can confirm if it is at the same standard).

Consistent performance collection of customer metrics across services that have been through the improvement process: joined-up systems and processes to ensure performance data is measured consistently and root cause analysis is completed and acted on.

Achievement of the savings at Year 2 of the strategy. This EBC is only looking at a delivery team for 1 year and will bring back further business cases to deliver additional savings.

Management of contact in a structured way for services reviewed as part of the

Customer Journey improvement: allows teams to utilise similar technology, adopt consistent standards and leverage investments to customer teams in a consistent manner.

Embedding Customer Experience and Knowledge as part of the DMT performance

reviews/ forward planning: for services that have been reviewed the Service Managers will be supported to develop a service level visual that will be owned and maintained by each area. Typical data points for inclusions will be:

- Customer segmentation, customer journey identification, access channel breakdown, future technology, advertising and seasonal resources forward plans.

Reduced costs for service delivery: for services reviewed as part of the Customer Journey improvement, will see reduced costs of service delivery and improved performance and customer satisfaction.

Drive performance: towards the delivery of the Councils Delivery Plan outcomes of:

- Using innovative technology and processes to support making Birmingham an aspirational city to grow up and live in.
- Optimising services to support making Birmingham a great city to live in.
- Focusing our resources on the people that need it most, making Birmingham a fulfilling city to age well in.

Benefits optimisation, the programme via the Customer Journey improvement activity will:

- Optimise service delivery to achieve savings to be reinvested in the programme.
- Increase customer self-serve opportunities and usage resulting in resource savings.
- Decrease failure demand, resulting in less resources required to support services.
- Enable the Council to focus resources on the people that need it most.
- Reduce the number of handoffs in service delivery, increasing efficiency of the processes.
- Where applicable centralise, digitise and automate transactions to reduce cost per transactions and enable focusing of resources on where they are needed most.

To support the achievability of Customer Centricity the programme will:

- Effective engagement and governance will ensure the success of leadership, stakeholder and partner contributions.
- Effective collaborations with Organisational Development team and Agile Liaison Officers to support the Customer at the heart of everything we do on a team basis understanding the current and future positions with a roadmap to ensure timely delivery and check points.

3.2 C2 – Critical Success Factors

3.3 C3 Key performance indicators

The following key performance indicators will help measure the Council's overall performance against the programme's objectives.

Figure 2 – Performance Framework

Objective	Suggested KPIs
We will put customers at the heart of everything we do	First-time resolution for customers Reduce failure demand (difficult to measure) Improved customer satisfaction Minimise the cost of customer interaction Appropriate channel mix depending on the service user's needs (N.B., we must support vulnerable users, not just the digitally literate). Mystery shopping results (using satisfaction scores).
We will use insight to inform how we best serve our customers:	E.g., Analytics like task completion rates, time taken, drop out points, dropout rates, usability, user comprehension and satisfaction Usability testing.
We will make digital the channel of choice whilst maintaining alternative channels for the most vulnerable	Customer transactions by channel Appropriate channel mix depending on the service user's needs (N.B., we must support vulnerable users, not just the digitally literate). Usability testing results.
We will be transparent about our service standards and our performance against them	Customer Services Strategy Agreed set of consistent service standards Dashboard of performance developed including all key services.
We will innovate to improve efficiency and effectiveness.	Reduction in back-office costs through delivery of business improvement projects Reduction in failure demand and repeat contact.

3.4 C4 Preferred option

The preferred and agreed option at the EBC stage is as follows: Option 3: Full Scope Programme – Include the whole service catalogue across all directorates within scope, prioritise and phase delivery whilst delivering the output. As this programme is following an Agile methodology this EBC is stating the overall strategy but only requesting funding for one year. The business case to continue after one year will be brought back with real life examples of delivery.

3.5 Key findings

The work done with our partner identified that delivering this programme will deliver savings to the Council. The case studies identified the following potential deliverables to work on and these will form the initial pipeline of cases into the delivery teams to work on. Please note that all identified savings will need to validate in the co-production discovery phase with the business leads. Those with a green status will be put into the programme pipeline for Year 1.

Table: key findings from the 8 Capability areas assessed by our partner					
Capability Area	Benefit Description	Service Area	Savings	RAG	Update
Smart Communications	Chat bots and other automated communications to handle customer enquiries	Contact Centre	£400,000		Savings agreed in writing with the service.
Internet of Things	IoT for sensing damp across housing	Housing	£792,444		Further investigation is required with the service to understand the constraints in more detail.
Robotic Process Automation	Automating appointment reminders + post assessment data entry double keying	Bereavement Service	£1,000,000		Savings agreed with the service.
Pre-emptive demand	Renewals and reminders for collections of garden waste.	Waste Service	£87,349		Savings agreed with the service.
Customer Journey Automation	Automating Pest Control and Retail Markets Licensing	Licensing Service	£200,000		Savings agreed with the service.
Digital Engagement	Video based diagnostics, self-repair and first time fix etc.	Housing Repairs	£1,000,000		Further investigation is required with the service to understand the constraints in more detail.
Joining up data sets	Using data from other systems to tackle illegal HMOs in Birmingham	Licensing Service	£1,495,000		Further investigation is required with the service to understand the constraints in more detail.
Optimising Customer Services	Individual savings opportunities centred around utilising best practice customer service practices, technologies and tools.	Registrars, Street Cleaning, Waste – Commercial/Clinical, Libraries and Planning.	£ 929,496		Further investigation is required with the service to understand the constraints in more detail.
Total			£5,904,289	*(£ 1,687,349) for the savings with a Green RAG status)	

3.6 C3 - Risks and Issues

Please outline your top risks and issues as per the implementation of your preferred option

No.	Description	Impact	Mitigation
R6	There is a risk around funds and that some workstreams may require further investment to deliver against all requirements	High	Preventative: Continuous discussion for projects that overlap/ dependencies with other programmes such as the Insight Board. Funding arrangements to be set out in advance as part of the council's financial plan. Responsive: Impact assessment and reviews to be carried out to determine an appropriate response, decision and source of funding if deemed essential.
R10	There is a risk that services' lack buy-in and engagement to adopt the strategy and that new processes will not realise benefits in line with the programme's aims.	High	Service commitment to providing an appropriate level of internal resources to support work across all services in-scope for redesign will be sought. A detailed time-based resource plan will be provided in support of this request. Corporate Governance has been established via the Customer Service Programme Board.
R11	There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area.	High	The cashable savings which must be attributed to the programme are detailed in the existing the eight MVP Business Cases. A status breakdown per business case and service commitment is provided in section 3.4.1
R13	There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	High	The programme has set aside specific budgets to second staff over to the programme and support with delivery. Backfill arrangements shall be confirmed. Regular monthly meetings held with FBP updating on spend to date and forecast for remainder of financial year and programme lifespan.

4 Section D – Commercial Case

Due to the agile nature of the programme, we have predicted all commercial possibilities as far as we can reasonably tell at this time.

4.1 D1 - Partnership, Joint venture and accountable body working

Describe how the project will be controlled, managed and delivered if using these arrangements

N/A, This programme will be delivered by our own talent. We will use existing frameworks to augment our teams with specialist support only when it is required.

4.2 D2 - Procurement implications and Contract Strategy

Where possible, the Council will seek fixed price work packages to compare the value from the external supplier and in-house resources in terms of (costs, delivery time scales and risk etc.). We aim to maximise the impact of each pound spent (maximise value for money) and improve people's lives, taking a more holistic approach than considering costs without the wider context.

4.3 D3 - Staffing and TUPE implications

Implementation of this way of working will require the definition of new roles to enable us to embody the strategy in our day to day work. The Customer Service Programme will work closely with HR to shape what and how we deliver to ensure that it is helping to build the culture that BCC seeks to achieve (e.g., customer centricity is a cultural objective that impacts every area of the council).

No TUPE Implications have been identified in this first phase of the Programme. HR will be part of the discovery and design team and so will be sighted early on any potential projects that would have such an impact.

5 Section E – Financial Case

The following Section sets out the costs and benefits (financial case) and the stages that have already been delivered to ensure affordability and deliverability of the savings and costs within this enhanced business case.

Ensuring Robustness of the EBC

The EBC builds on the initial estimates, costs, and benefits of the OBC previously developed. During the tranche 1, a series of MVP Business Cases were developed alongside our independent delivery partner. The principles are non-negotiable; however, the customer centred approach has been pragmatically applied with the services and challenge sessions held with the business areas to ensure robustness. The business cases have also been reviewed and challenged by the council Finance Business Partner to ensure assumptions, models, and the overall business case is sound and considered to ensure no duplication of savings.

There will likely be some areas where savings and costs vary from the business cases during the programme's implementation. This is common as detailed implementation will reveal new information that will affect the design and implementation of relevant projects and solutions.

There is a benefits realisation resource allowed for in the plan to help manage these situations, and it is expected that overall, these additions and reductions will balance out. There is a change control process (Management Case) to identify, track and measure these.

Delivering an agile, pragmatic and affordable programme that is set to provide realistic and achievable savings has been identified as being of paramount importance in discussions with budget holders. The original OBC sought £0.800m in funds to discover more about how we serve our customers today and “fix the basics” expected of any council. To date approximately £0.754m has been spent as detailed below. Our successful delivery of projects in tranches 1 and 2 demonstrate the capabilities of the Customer Service Programme to drive tangible benefits to our customers.

Figure 3 – Status of Previous Funding Requests

Status	Project	Activity description	Total investment request (£M)
Tranche 1			
Completed	Discovery Phase (complete)	Resources to complete discovery phase for Customer Service programme	0.261
Completed	Programme Resource (complete)	Programme Team stand up and resource onboarding before commencement in April	0.048
Green On-track	Web Compliance	Onboarding of Project Manager and Web Support Team	0.017
Green On-track	BRUM Account Phase 3 (ongoing as planned)	Onboarding of Project Manager and Support Team	0.031
Tranche 2			
Completed	Delivery Phase of Customer Journey Improvement Project (complete)	Onboarding of Project Manager and Support Team	0.041
Green On-track	Extension costs	Programme team to support the engagement process of the Customer Service Strategy, development of the EBC and implementation programme plan for the Customer Service Programme.	0.031
Green On-track	Tranche 2	Delivery of tranche 2 activity	0.325
Tranche 1 and 2: on track for completion by 30 November 2021 as per plan			£0.754

In addition the above, the Council also invested £1.335m to improve the systems and processes for the management of customer complaints and member enquiries. With a strong foundation, we are now well-positioned to raise the standards of customer service, which we will do by improving our customer service capabilities, investing in technologies through our digital strategy, and changing our delivery models to be more proactive than reactive.

5.1 E1 Funding Request

This request is for tranche 3 (January 2022 – January 2023).

5.2 Funding Request Tranche 3

The Customer Service programme has been allocated funding of £5.6m from financial year 2019/20 (note this has been carried forward to financial year 20/21). The programme is now requesting permission to draw down a portion of the funding of £1.7m to continue our successes by implementing a range of enterprise-wide initiatives. We have endeavoured to keep the programme costs as low as possible, but have allowed for backfill in order to maintain hectic BAU delivery in customer services and IT& D. This represents a cost avoidance of approximately £600K Using this approach, we remain flexible to Council Leadership ambitions and request from services to be engaged.

The following table breaks down the investment requirements and estimated savings for each category of spend:

Figure 4 – Investment requirements and estimated savings

Project	Delivery Team	Cost (£)	Full Year Savings (£)	22/23	23/24	24/25	25/26
Smart Communications	1	340,115	400,000	-	-	50,000	400,000
RPA - Bereavement	3	928,483	1,000,000	250,000	750,000	1,000,000	1,000,000
Pre-emptive Demand - Green Waste	2	422,911	87,349	40,000	87,349	87,349	87,349
Automation -Markets	2		100,000	50,000	100,000	100,000	100,000
Automation - Pest Control	2		100,000	50,000	100,000	100,000	100,000
Total		1,691,508	1,687,349	390,000	1,037,349	1,337,349	1,687,349

Note: the IoT sensors and the video repairs calls opportunities will not be picked up by this programme in year 1, they may potentially be picked up by the Housing Programme using the blueprint/method this programme defines or be part of the business case for year 2 funding.

5.3 Sensitivity Analysis

While many of the savings estimated are already conservative, if we took a very pessimistic view that only 50% of the savings are generated, the business case remains strong with a break-even point in the second half of 23/24, with annual net savings running at £2.2m p.a. from 24/25. This is excluding any further savings from Fixing the Basics or that come as a result of the Lean reviews.

Please note that no savings have been attributed to the discovery and design reviews, implementation of further use-cases once the initial 'proof of capabilities' have been proven or for the fixing the basics. All of these should be expected to deliver further savings to the programme.

The programme is structured to begin realising benefits from 2022 to mitigate the longer-term strategic projects that require more time before a return on investment is realised. During this time, there is potential for further opportunities to be identified that capitalise on these new investments into Customer Services, leading to additional savings being realised, using the user centred design approach and governance to oversee and deliver stretch targets.

5.4 Setting the cost estimate and benefit target

The cost estimates for tranche 3 have been based on are robust in that they are based on the costs of people to be assigned to the programme for a specified period of time.

Benefits and return-on-investment have been calculated using average to worst-case scenarios. Underlying data sets use BCC data, supported by benchmarking comparisons to estimate the potential for

improvement and then tested with services to ensure feasibility. The savings will be validated as the opportunity goes through the design process with the multi-disciplinary team.

5.5 Financial Benefit Realisation

Realising the financial benefits is critical to the overall programme and is recognised as one of the Programmes Critical Success Criteria. The following is a summary of the Financial Benefits Realisation controls, which are in line with Birmingham's approved benefits realisation management tool. **Please see Error! Reference source not found. for further detail.**

Figure 5 – Financial Benefits Realisation Controls

Stage	Strategy
Define Financial Benefits	Start with high-level savings opportunities Agree general direction and opportunities with senior stakeholders Define based on available metrics in the discovery and design team Use benchmark data where metrics are not available Set SMART targets to identify savings that are specific, measurable, attainable, relevant and time framed
Develop	Develop OBC based on available data or use benchmark data were not available Develop series of one-page business cases Design and discovery team review the opportunity and create a to be service design with the business leads and enabling service experts where appropriate
Validate	Validate savings from the co-produced service design-with Services and Finance leads and CPMO
Manage	Finance lead assigned to the programme to record benefits at post implementation review Manage benefits at all Programme Boards Communicate savings to CPMO and regular challenge sessions
Control	Use benefits tracker for daily, weekly, monthly monitoring Use risk log to manage risks that could impact benefits Stop projects that will not deliver savings, prioritise projects that deliver maximum value

5.6 E2 - Overall affordability

As with all investments, the council needs to consider whether it has the financial capacity to invest in this programme and if this investment stacks up against other investments. All of this is happening at a time when many residents and businesses are dealing with difficult personal and financial situations.

This EBC outlines a series of improvements that transform customer experiences and aim to fix many of the broken experiences that our residents face day-to-day when contacting the council or trying to use services.

This EBC will improve access to critical services at a time when our residents need it most, improving the relationship between residents and the council by making it easier to access services. The investment will reduce the yearly budget or cost avoidance for delivering in-scope services as highlighted above.

The cost of tranche 3 for the Customer Service Programme is £1.7 m1 which excludes the cost of any ICT Hardware/software deployment which will be addressed as part of the automation and customer journey improvement programme. The funds will be a draw down from the original £5.6m that was allocated to the Customer Service programme in 2019.

Further work will also need to be carried out to identify the additional savings of over £4.8m that is required to meet the total programme target of £10.7m over the next 4 years and the investment required to do this will need to be approved in due course.

¹ This includes training costs that can be refunded through capital receipts

Schedule/ plan tolerance: Note all individual projects will be planned in more detail and agreed on a project-by-project basis. Once in delivery, projects will be timebound and will need to adjust scope or request time for a further sprint with the delivery team to complete scope via the operational sponsor.

This approach largely fixes costs on this programme, the programme will need to ensure that only those projects that deliver value are worked upon.

5.7 E3 – Approach to Optimism Bias and Provision of Contingency

Costs, savings and returns on investment represented in this business case are based on average or worst-case scenarios to ensure benefit aspirations remain achievable, and the business case remains deliverable even if circumstances change. For example, external case studies from across the sector has shown financial returns from chatbots of around 20% are achievable; however, we have based the business case on a conservative 5%. The programme benefits officer will review this during the project's life to ensure that those benefits are realistic and achievable and that any benefits that might accrue are not lost due to lower and more risk-averse initial estimates.

The cost savings for the MVP Business Case development has been tested with services to determine the feasibility of realising the actual savings during the timeframe of the Customer Service Programme. These will need to be carefully managed to ensure any detailed design activity or savings with limited resource from the service to support the delivery are clearly understood in advance.

The project has also based these estimates on previous experience of our independent third-party partners. They have significant experience in delivering these solutions and benefits in other like-for-like Local Authority settings.

The programme has factored in the risk of financial optimism bias. That said, the programme will continue to review risks and the business case, and if costs rise above the business case level or additional opportunities are identified, the programme will seek extra funding from the Portfolio level.

To mitigate risks of overspend, the programme will adopt a collaborative approach with regular meetings and communication with other directorates and services across the council. Effective risk management with mitigating actions identified and in advance and proactively managed is also critical to on-time and in-budget delivery.

As projects progress and more detailed design and implementation plans are developed, risks will naturally decrease as specialist project staff are recruited. Therefore, the riskiest points of the project are likely to be in the initial phases and if the programme doesn't adequately take account of project slippage. As this programme is an agile programme, control on projects will be exercised by making them time bound. This means that the business owner will need to flex the scope to come in within the timescale. If the scope does not meet the benefits the programme will need to make a decision whether to allow further time to add more value and push back other products, or whether to accept a reduced value.

5.8 Tolerances

Tolerances are an effective way to delegate board or Sponsor responsibilities for small adjustments that might be needed from time to time in the delivery of the project. They ensure the pace and cadence of the project are not disrupted by the untimely occurrences of the next programme or project board. However, they do not negate the need for reporting changes and risks.

On this programme, the board grants the following tolerances to Programme Theme owners:

5.9 E4 – Taxation

There are no VAT or other tax implications in relation to this project. The VAT Managers Janet Morritt and Jan Hulley will be engaged on all VAT related matters on the Customer Service Programme.

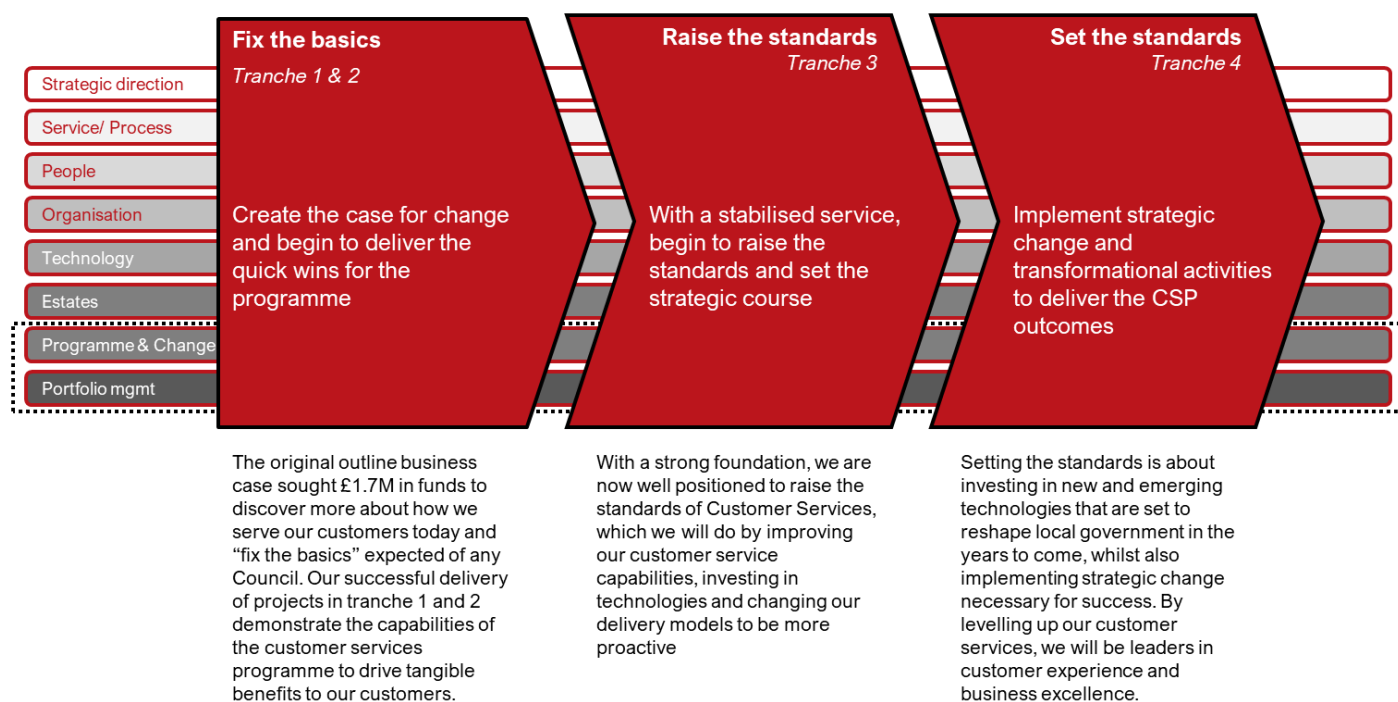
6 Section F – Management Case

This section considers how robust your programme delivery plans and arrangements are

6.1 F1 - Programme management arrangements

The Customer Service Programme is an integral part of the Fit for Purpose Council Portfolio, which comprises several programmes aligned to the Delivery Plan. The portfolio management function exists to understand and implement how the Council will transform in the short and medium-term, supporting its progressive vision. The Programme has been split into three tranches, with tranches 1 & 2 already having been delivered. The diagram below illustrates.

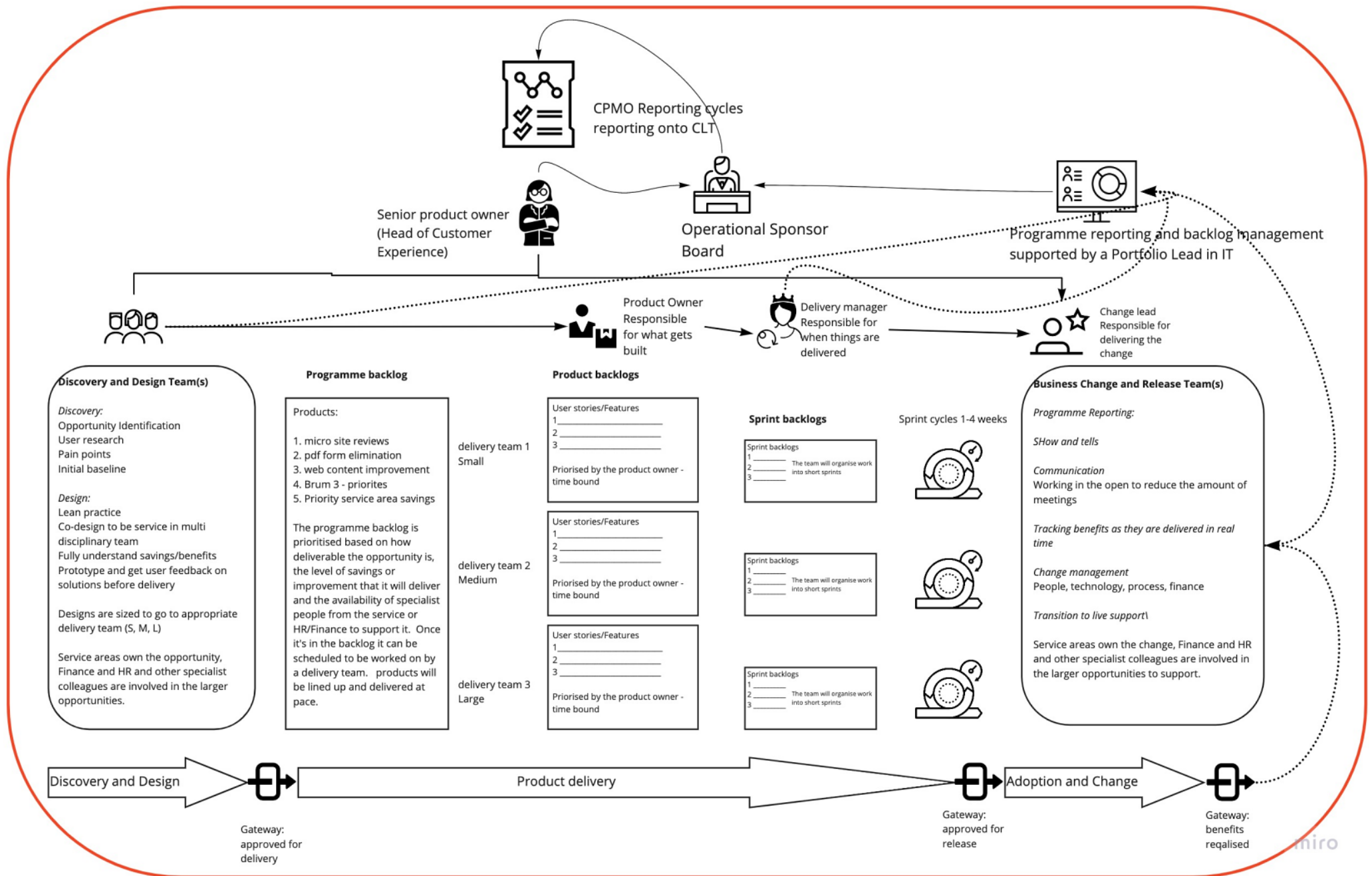
Figure 6 – Programme Tranches



6.2 Programme reporting structure

The reporting organisation and the reporting structure for the project are shown in figure 7 overleaf:

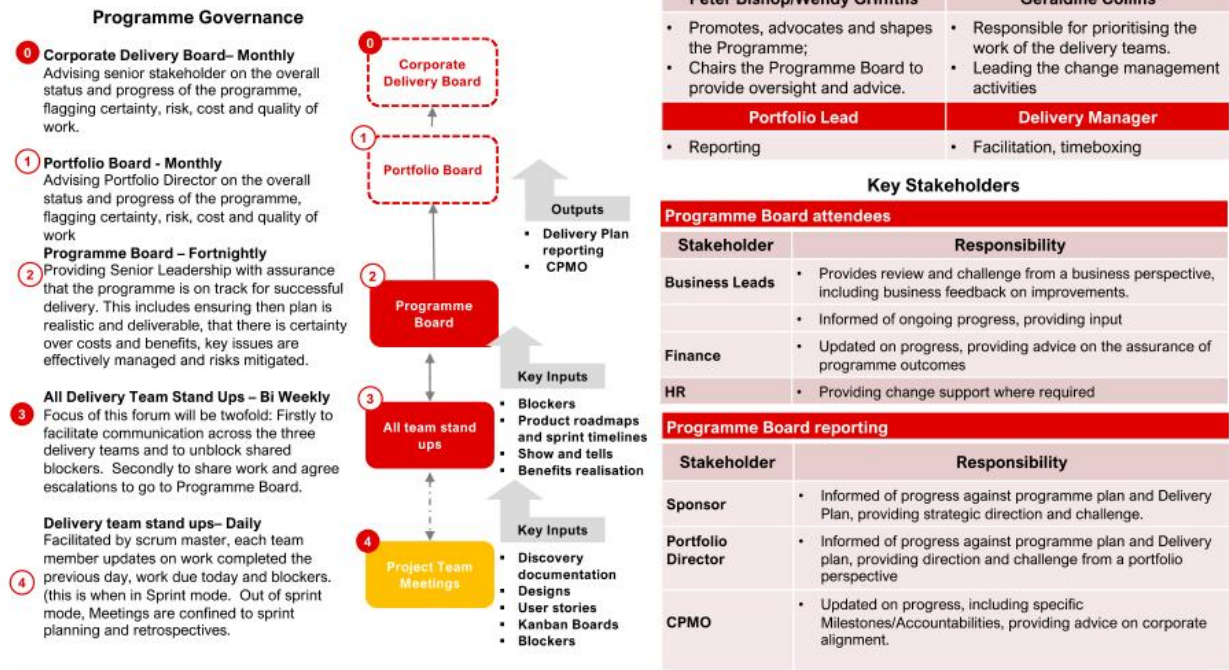
Figure 7: High level Customer Programme Structure



6.3 Programme roles and responsibilities

Figure 8: Programme Governance

Programme Governance



Making a positive difference everyday to people's lives

PAGE 1



6.4 Programme plan

The high-level plan for Tranche 3 of this programme is shown below in figure 11. The programme is an agile programme, all projects will be assessed within the design and discovery team and assigned to a delivery team depending on their size and complexity and will be scheduled in priority of the benefits they deliver to the Council. Roadmaps showing the projects in each phase of the programme will be produced on a regular basis to show stakeholders progress and how value is being delivered regularly.

Figure 9: High Level Plan



6.5 F3 - Use of special advisers

Specialist Area	Adviser
Financial	Lee Bickerton
Technical	Cheryl Doran
Procurement / Legal	N/A

6.6 F4 - Arrangements for change management

The strategy, framework and plan for dealing with change management are as follows.....

The change model for the Customer Service Programme will be aligned with the change model for the New Ways of working programme. Change will be managed on this programme by the change and release team as per the diagram for the high level programme reporting structure on page 34. Depending on the scale of the individual project being delivered, colleagues from HR will be engaged to help support that activity.

6.7 F5 - Arrangements for benefits realisation

The strategy, framework and plan for dealing with the management and delivery of benefits are as follows.....

As this programme is engaging services from all across the Council, the business lead for that service area will be responsible for delivering the benefits for their particular project. The expected benefits for each project will be assigned during the discovery and design phase. This phase is done as a multi-disciplinary team with the business lead fully engaged in that design. At the end of the change phase, a new baseline will be measured and benefits will be assigned to that business lead and the appropriate amendment made to budgets by the finance lead for the programme.

A copy of the proposed project benefits register is to be found in Section G - Supporting Documents This sets out who is responsible for the delivery of specific benefits, how and when they will be delivered. As this is an agile programme, the benefits may be reprioritized depending on other opportunities coming in, or potential opportunities becoming undeliverable/needing to be stopped.

6.8 F6 - Arrangements for risk management

The strategy, framework and plan for dealing with the management of risk are as follows.....

The programme will maintain a programme level RAID (Risks, Assumptions, Issues and Dependencies) log. Projects are being delivered in agile methodology and will manage issues and blockers on a daily basis through project stand ups. Blockers that will prevent delivery of project scopes within a sprint will be escalated to the Senior Product Owner and Operational Sponsor for immediate attention. It's vital that the operational sponsor is empowered to make decisions swiftly with the Senior product owner, business lead and product owner to keep momentum on projects.

A copy of the programme level risk register is to be found in Section G - Supporting Documents

6.9 F7 – Arrangements for dependency management

The Customer Service Programme has undertaken a review of overlaps and dependencies from key BCC strategies in the public domain. These dependencies and overlaps have been shared with Strategy Owners and Directorates.

The programme has also agreed on identifying critical dependencies from existing programmes undertaken with the Corporate Programme Management Office.

All dependencies will be captured on the RAID (Risks, Assumptions, Issues and Dependencies) log and managed at a programme level.

A copy of the dependency log is to be found in Section G - Supporting Documents

6.10 F8 – Arrangements for Impact assessments

The programme has completed a BCC Equality Impact Assessment inline with the standard approach.

Copies of the impact assessments are to be found in Appendix D of this cabinet report – Equalities Impact Assessment.

6.11 F9 - Arrangements for contract management

The strategy, framework and plan for contract management are as follows.....

At this stage, there are no contracts specifically to be managed by this programme directly.

6.12 F10 - Arrangements for post project evaluation

The arrangements for post implementation review (PIR) and project evaluation review (PER) have been established in accordance with best practice and are as follows:

Post project reviews will consist of a review of the post implementation review of the benefits along with project retrospectives. This will ensure that there is good sight of the effectiveness of the project on the organisation's baseline (service, costs) as well as the learning and development impacts on the people doing the deliveries on the programme (skills, attitude).

6.13 Post implementation review

This review ascertains whether the anticipated benefits have been delivered. The review is timed to take place one month after a product/project is put into live service.

Post implementation, a new baseline of measures will be taken against the original measures recorded in the discovery and design phase. A new baseline will be taken and the difference

- Corporate Leadership Team (CLT)
- Deputy Council Leader
- Corporate Clearance
- Cabinet
- Scrutiny.

discussed. Learning points will be reported to the programme board, project retrospective input will be included in the post implementation reviews.

6.14 Project retrospective

As each project is delivered, a retrospective will take place, it is usually timed to take place at the end of each sprint. In the retrospective, all delivery team members will record; what went well, what didn't go well, what they learned, and what they need to learn for the next project to improve. Agile project retrospectives are a great learning tool in that they focus on the people and the continuous improvement in and investment in skills.

6.15 F11 - Gateway review arrangements

This EBC has been through the following reviews:

- Sponsor
- Customer Service Programme Board
- DMT
- Corporate Programme Management Office

Further reviews are planned as follows:

6.16 F12 - Contingency plans

In the event that this project fails, the following arrangements are in place to guarantee the continued delivery of the required services and outputs:

No specific contingency plans are in place for services, as all services will continue to operate as is without the project. In the event a project is not going to deliver value, it will be stopped prior to a large amount of resource being expended on it. In this event, the programme will start work on the next project in the pipeline/backlog and the original project will undergo a review to understand why/if further research or change work could deliver benefits. If that is the case, it can go back in the programme backlog.

7 Section G – Supporting Information

7.1 G1 Equality Impact Assessment

This is completed under separate cover using the digital Birmingham City Council process.

7.2 G2 Risk Log

Figure 10 – Risk Log - November 2021 onwards

No.	Description	Impact	Mitigation
R1	There is a risk that leadership shall have programme fatigue given the scale of transformation work taking place across the BCC portfolio	Medium	All team members to contribute and support—all tiers of the organisation. As a group - everyone has a leadership role. Provide regular updates on Customer Service Programme. Make sure colleagues are clear on what they are doing and how they contribute
R2	There is a risk that any issues in delivering the Customer Service programme in this tranche could be seen as a negative pre-cursor for the remainder of the programme	Medium	Deliver holistically, trackable. Reflect on what customers are saying. What is going on and remind people why this is important
R3	There is a risk of reliance on contractors/consultants to deliver the changes identified by the programme post tranche 2, which are not yet/ will not be allocated in time to support tranche 3.	Medium	Build resilient team, in-house capabilities. Knowledge transfer Identify opportunities to leverage in house skills and capabilities throughout the programme
R4	There is a risk that the customer improvements identified in tranche three are limited to lack of integration with other programmes and projects to make the required changes across the organisation	Medium	Identify dependencies and gaps across programmes and develop an action plan to address these dependencies Impact assessment to identify issues and updated action plan to remedy the situation
R5	We are still to onboard some of the critical workstreams from which other workstreams shall be dependent on	Medium	Highlight key dependencies in the programme plan. Provide details to programme sponsor and CPMO
R6	There is a risk around funds and that some workstreams may require further financing to deliver against all requirements	High	Preventative: Continuous discussion for projects that overlap/ dependencies with other programmes such as the Insight Board. Funding arrangements to be set out in advance Responsive: Impact assessment and reviews to be carried out to determine an appropriate response, decision and source of funding if deemed essential
R7	There is a risk to working with suppliers, and timeframes, contractual arrangements and	Medium	Upfront agreement and work plan with suppliers to ensure everyone has clear expectations

	additional works may not match Birmingham's styles, needs or ways of working.		<p>Require specialist technical/ other knowledge to lead some aspects of conversations with suppliers</p> <p>Skills/ gap analysis and resourcing requirements for the programme</p> <p>Budget/ capacity to be flexible and support programme where required</p> <p>No single point of failure</p> <p>Handovers and sign off with assistance from the supplier</p>
R8	There is a risk the organisation's focus is not on the "customer first" as there are competing priorities that are also valid demands on Birmingham (e.g., financial requirements first, regulatory challenges and so on).	Medium	<p>Focus on good news stories around customers</p> <p>Recognise indirect benefit to customers by empowering other stakeholders, teams and employees</p> <p>Capturing and presenting the voice of the customer</p>
R9	There is a risk around customer perception, and how as an organisation, customers may not feel that BCC is acting in their interests based on individual experiences.	Medium	Projects are structured so that the voice of the customer is heard, and their requests are incorporated into the programme.
R10	There is a risk that services' lack buy-in and engagement to adopt the strategy and that new processes will not realise benefits in line with the programme's aims.	High	Service commitment to providing an appropriate level of internal resources to support work across all services in-scope for redesign will be sought. A detailed time-based resource plan will be provided in support of this request.
R11	There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area	High	The cashable savings which must be attributed to the programme are detailed in the existing the eight MVP Business Cases which have been signed off by the service and finance leads. Governance in place at Programme and Portfolio level to ensure savings targets are reviewed and challenged regularly.
R12	There is a risk that the breadth of customer service is perceived to include only those services selected to feature in the initial programme scope. We will fail to embed customer-centric behaviours across the wider organisation.	Medium	The programme will work with the Organisational Development Team to ensure high-quality customer service is a collective responsibility.
R13	There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	High	The programme has set aside specific budgets to second staff over to the programme and support with delivery.

7.3 G3 Customer Service Cost Model

Cost, benefits and resourcing model for the customer service programme. Includes a status update for signed off cases.

7.4 Appendix 1 – Customer Service Strategy Engagement Feedback Appendix 2 – Section G Supporting Information



Appendix B Customer Service
Service Strategy Engagement Programme EBC Section

7.5 12.5 Appendix 2- Strategies and policy list

Accurate as of 8th of September 2021

STRATEGIES, POLICIES AND PLANS ALIGNMENT PROJECT: OVERVIEW

#	WEB TITLE	STRATEGY DOCUMENT TITLE	RAG	STRATEGY EXPIRY DATE	LINK	SOURCE
1	ASC	Draft Commissioning Strategy	G		Draft Commissioning Strategy	
2	ASC	Domestic Abuse Prevention Strategy	G	2023	Domestic Abuse Prevention Strategy	BCCInternet
3	Children's	Improvement Plan for Early Help and Social Care 2015 to 2017	G		Early Help Improvement Plan for children's social care 2015 to 2017	BCCInternet
4	Children's	Early Help Strategy in Birmingham 2015-2017	G		Early Help Strategy in Birmingham 2015 to 2017	BCCInternet
5	Children's	School attendance and absence including code of conduct	G		School attendance and absence including code of conduct	BCCInternet
6	Children's	Children's Trust and support	G		Children's Trust	BCCInternet
7	Children's	Pupil Attendance Strategy	G		Pupil Attendance Strategy	BCCInternet
8	Children's	Support for Families - Think Families	G		Support for Families - Think Families	BCCInternet
9	Economy	Strategy for the Conservation and enjoyment of Birmingham's Historic Environment 2013	G		Strategy for the Conservation and enjoyment of Birmingham's Historic Environment 2013	BCCInternet
10	Economy	Birmingham Connected	A		Birmingham Connected	BCCInternet
11	Economy	Clean Air Strategy	G		Blueprint for low carbon fuel infrastructure	BCCInternet
12	Economy	Big City Plan	G		Big City Plan	BCCInternet
13	Environment	Local flood risk management strategy for Birmingham	G		Local flood strategy	BCCInternet
14	Finance	Medium term financial plan	G	2024	Medium-term Financial Plan	BCCInternet
15	Finance	Council tax support hardship policy	A		Council tax hardship support policy	BCCInternet
16	Finance	Council tax support hardship payment scheme policy framework	A		Council tax support scheme	BCCInternet
17	Economy	Covid-19 Recovery Strategy	R		Covid-19 Economic Recovery Strategy	BCCInternet
18	Inclusive growth	East Birmingham Inclusive Growth Strategy 2021	G	2021	East Birmingham Inclusive Growth Strategy	BCCInternet
19	Neighbourhoods	Parks & Open Space Strategy	A		Parks & Open Spaces Strategy	BCCInternet
20	Neighbourhoods	Parks and open spaces Supplemental Planning Document	G		Parks planning document	BCCInternet
21	Neighbourhoods	Waste Strategy 2017-2040	A	2040	Waste Strategy 2017-2040	BCCInternet
22	Neighbourhoods	Walking and Cycling Strategy	G		Walking and Cycling Strategy	BCCInternet
23	Neighbourhoods	Floodlighting of Sports Facilities, Car Parks & secure areas	G		Floodlighting of sports facilities, car parks and secure areas	BCCInternet
24	Strategic	Council tax support scheme	G		Council tax support scheme	BCCInternet
25	Strategic	Unpaid council tax recovery policy	A		Unpaid council tax recovery policy	BCCInternet
26	Strategic	Business Rates Discretionary Relief Policy	A		Business Rates Discretionary Relief Policy	BCCInternet
27	Strategic	The Strategy for the Councils Workforce	R		The Strategy for the Councils Workforce	BCCInternet
28	Strategic	Local Welfare Provision Policy	G		Local Welfare Provision Policy	BCCInternet
29	Strategic	Citizen Access Strategy	R		Citizen Access Strategy	BCCInternet
30	Strategic	Birmingham Major Sporting Event strategy	G		Birmingham Major Sporting Events Strategy	BCCInternet
31	Strategic	Private sector Empty property Strategy	R		Private Sector Empty Property Strategy	BCCInternet
32	Strategic	Flood risk plans and strategy	G		Local Flood Risk Management Strategy	BCCInternet
33	Strategic	ICT and digital strategy (2016 to 2021)	R	2021	ICT & Digital Strategy	BCCInternet
34	Strategic	Major sporting events strategy	G	2032	Major Sporting Events Strategy	BCCInternet
35	Planning & Development	Nature Conservation Strategy for Birmingham	G		Nature Conservation Strategy for Birmingham	BCCInternet
36	Planning & Development	Regeneration through Conservation: Birmingham Conservation Strategy	G		Regeneration through Conservation	BCCInternet
37	Planning & Development	Archaeology Strategy: Building the future protecting the past	G		Archaeology Strategy	BCCInternet
38	Benefits & Support	Local welfare provision policy	G		Local welfare provision	BCCInternet
39	Planning & Development	Big city plan	G		Big city plan	BCCInternet
40	Housing	Extending your home: home extensions design guide	G		Home extension guide	BCCInternet
41	Housing	Birmingham Homelessness Prevention Strategy 2017+	G		Birmingham Homelessness Prevention Strategy 2017+	BCCInternet
42	Planning & Development	Birmingham Development Plan 2031	A	2031	Birmingham Development Plan	BCCInternet
43	Planning & Development	Unitary Development Plan	G	2017	Unitary Development Plan	BCCInternet
44	Schools & Learning	Birmingham Education Services Delivery and Improvement Plan	G		Education Services Delivery and Improvement Plan	BCCInternet
45	Culture, Arts & Heritage	Birmingham Cultural Strategy 2016 - 2019	G	2019	Cultural Strategy 16 -19	BCCInternet
46	Procurement Services	Birmingham Business Charter for Social responsibility	G		Birmingham Business Charter for Social responsibility	BCCInternet
47	Public Health	Sexual Health Strategic Plan	G		Sexual Health Strategic Plan	BCCInternet
48	Public Health	Alcohol Strategy 2012 - 2016	G	2016	Alcohol Strategy 2012-2016	BCCInternet
49	Roads, Travel and Parking	Low Carbon Transport Strategy	G		Low Carbon Transport Strategy	BCCInternet
50	IT&D	IT and Information Security Policies	G		IT and Information Security Policies	BCCInternet
51	Planning & Development	Playing pitch strategy and action plan 2017	G	2017	Playing pitch strategy and action plan 2017	BCCInternet
52	Planning & Development	Lighting Places: A lighting strategy for the city centre and local centres of Birmingham	G		Lighting Places: A lighting strategy for the city centre and local centres of Birmingham	BCCInternet
53	Planning & Development	City Centre Retail Strategy	G		City Centre Retail Strategy: Creating a world-class destination	BCCInternet
54	Planning & Development	Longbridge Area Action Plan: Environment, open space and landscape strategy plan	G		Longbridge Area Action Plan: Environment, open space and landscape strategy plan	BCCInternet
55	Procurement Services	Living wage policy	G		Living wage policy	BCCInternet
56	Procurement Services	Charter policy	G		Charter policy	BCCInternet
57	Planning & Development	Development Management in Birmingham DPD	G		Development Management DPD	BCCInternet
58	Planning & Development	Beeches, Barr and Booths (3Bs) Neighbourhood Development Plan	G		Beeches, Bars and Booths	BCCInternet
59	Planning & Development	Our Future City Plan	A		Our future city plan	BCCInternet
60	Planning & Development	Birmingham Design Guide Draft SPD	G		Birmingham Design Guide	BCCInternet
61	ASC	Draft Commissioning Strategy Summary for home support, supported living and residential care (with and without nursing)	G		Draft Commissioning Strategy Summary for home support, supported living and residential care (with and without)	BCCInternet
62	Children's	Birmingham city council education prosecution policy 2019	A		BCC Education Prosecution Policy 2019	BCCInternet
63	Housing	Homelessness prevention strategy	A		Homelessness Prevention Strategy	BCCInternet

Title of proposed EIA	Customer Service Strategy - A set of themes and proposals to improve the services we provide to Birmingham residents.
Reference No	EQUA771
EA is in support of	New Strategy
Review Frequency	Annually
Date of first review	14/11/2022
Directorate	Digital and Customer Services
Division	Customer Services
Service Area	
Responsible Officer(s)	<input type="checkbox"/> Nathan Thomas
Quality Control Officer(s)	<input type="checkbox"/> Omar Khan
Accountable Officer(s)	<input type="checkbox"/> Wendy X Griffiths
Purpose of proposal	To improve services provided to the citizens of Birmingham by introducing new proposals and technologies and develop a customer focused service.
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; Statistical Database (please specify); relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Wider Community
Age details:	<p>The strategy wants to improve the service for customers including those who are most vulnerable by being ensuring our points of contact are better prepared resulting in reducing the effort needed to access our services. Even though we encourage customers to self-service, the existing traditional channels like telephone and face-to-face will remain available and be better prepared to assist those who rely these methods of contact. By reducing the points of contact we want to simplify access for all our customers, especially those who are older by making it easier for them to contact us. The other benefit of doing this lowers the risk of confusion or frustration by being passed through multiple lines of enquiry or navigating a few webpages just to find the services they need.</p> <p>They will also be encouraged to support us in transforming our customer services by joining the customer services panels to have their say.</p> <p>To support the customer services strategy, we published an online survey asking customers what they think about the services provided to Birmingham residents and do they support the strategy and its proposals. We have 1530 responses in total and of this 1400 (91.5%) agreed BCC needs to change and improve the services it provides to Birmingham residents. To help support this protected characteristic we asked residents to provide their age by selecting an age bracket on the survey. This evidence supports the strategy by demonstrating the views and support from residents of all ages. The breakdown is as follows.</p> <p>We had 1530 responses in total and 1400 (91.5%) agreed BCC needs to change and improve the services it provides to Birmingham residents. Below is the breakdown of responses by Age bracket who took part in the survey.</p>

20-24	8
25-29	32
30-34	57
35-39	99
40-44	119
45-49	128
50-54	179
55-59	217
60-64	180
65-69	176
70-74	147
75-79	91
80-84	32
85+	16
Prefer not to say	41
Grand Total	1530

Protected characteristic: Disability

Disability details:

Service Users / Stakeholders; Wider Community

The strategy may impact some customers with disabilities by moving a number of services online, it does make it clear residents will continue to access these services through existing channels that are already provided and there are no plans to remove them. However, it does understand the need to improve how services are accessed by customers, including those with disabilities. The strategy intends to improve this by adopting foundational principles like redesigning our service delivery to help us intervene earlier when we know our customers need specialist support. Another principle is creating a customer centric culture where the customer service is owned by everyone to reflect how important citizens are to us. Where services are not provided or not having problems accessing due to a disability, we will act upon it by learning from complaints and increasing how we capture and measure feedback from citizens. One of the 'fix the basics' pledges within the strategy is to review all council service providing websites to make sure they cater for all customers accessibility needs by December 2021.

Protected characteristic: Sex

Gender details:

Not Applicable

Even though there's nothing in the strategy directly impacting this protected characteristic to ensure all customers are engaged on the strategy we captured information from based on different gender types who took part in the customer satisfaction survey to help support it and its proposals.

Based on the results of the survey, we had a total of 1530 responses broken down by the following genders.

Female 759

Male 697

Prefer not to say 58

Non- binary 3

Not answered 13

Protected characteristics: Gender Reassignment

Gender reassignment details:

Service Users / Stakeholders; Wider Community

The customer services strategy does not impact this protected characteristic but to ensure we engage any citizens who have undergone gender reassignment, we asked all citizens taking part in the customer satisfaction survey what gender do they identify as. This is to evidence customers from all over Birmingham who are part of any protected characteristic can have their say and contribute in supporting the strategy. Most of the responses (1503) preferred not to provide an answer but the important point is we gave them the opportunity to state what they prefer to be known as.

Protected characteristics: Marriage and Civil Partnership

Marriage and civil partnership details:

Not Applicable

Not applicable

Protected characteristics: Pregnancy and Maternity

Pregnancy and maternity details:

Service Users / Stakeholders; Wider Community

Even though this protected characteristic isn't impacted specifically within the strategy, the proposed improvements and themes stated will benefit them when implemented. Reducing the time needed to access our services and making it easier for all customers will improve the wellbeing of all Birmingham residents.

Protected characteristics: Race

Race details:

Service Users / Stakeholders; Employees; Wider Community

Even though the strategy doesn't impact this protected characteristic the proposals are designed to help staff understand the importance of a customer focused service and to treat customers regardless of their race with the same high-level service and respect. To help embed and support this, there are proposals being put forward within the strategy such as ensuring all staff are fully trained on customer centricity, creating a customer services charter and a customer services centre of excellence.

The programme intends to develop the Customer Service programme Citizen panel that will reflect the diverse community we are lucky to have in Birmingham. The recruitment of the panel will be based on the 2021 Census data to ensure we reflect the proportions of the communities in the panel and in our development and testing of services.

It's important to protect the integrity of the service by making sure information based on race is discussed during training to avoid any negative affect on decision-making and behaviour through the implementation of new systems that could exclude those from a better service and access to data and information.

During the engagement, following the programme presentation at the Asian Alliance Meeting on the 15th September, the Programme manager provided daily updates of the ethnicity breakdown of responses to encourage the members to share internally with colleagues and friends and family to ensure we increased the representation in survey responses.

Even though ethnicity is something that can either be displayed or hidden race can't, but it doesn't mean there's no similarities between them. When co-producing the customer satisfaction survey, it was recommended we captured ethnicity details from those taking part instead of race as it's more understood by the public. The results of the survey based on ethnicity is as follows.

Asian or Asian British 210

Black African, Black Caribbean or Black British - 97

Multiple or multiple ethnic groups - 55

mixed or multiple ethnic groups - 33

Other ethnic group - 22

White 1142

Protected characteristics: Religion or Beliefs

Not Applicable

Religion or beliefs details:

Not applicable

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

There's nothing in the strategy that directly impacts this characteristic but as part of the customer engagement satisfaction survey there is supporting evidence to demonstrate we engaged citizens who consider themselves part of this characteristic. A total of 1530 citizens took part in the survey and provided the following results.

Row Labels	Count of What gender do you identify as? - sex
Female	759
Male	697
Non-binary	3
Not Answered	13
Prefer not to say	58
Grand Total	1530

Socio-economic impacts

N/A

Please indicate any actions arising from completing this screening exercise.

N/A

Please indicate whether a full impact assessment is recommended

YES

What data has been collected to facilitate the assessment of this policy/proposal?

Service requests data, contact centre call volumes, complaints data, website information relating to existing online digital forms. Gov metric feedback data and the BMG Birmingham City Residents Survey 2020.

Consultation analysis

We engaged all customers and BCC staff to take part in customer services engagement satisfaction survey and the results indicate 91.5% of all responses agreed BCC needs to change and improve the services it currently provides to its customers.

Adverse impact on any people with protected characteristics.

N/A

Could the policy/proposal be modified to reduce or eliminate any adverse impact?

N/A

How will the effect(s) of this policy/proposal on equality be monitored?

Through existing customer feedback channels, measuring the volume of complaints relating to services with a focus on any of those that have undergone changes as part of the strategy. The creation of the customer services panel.

What data is required in the future?

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Asian alliance, Black workers forum, citizens panel, neighbourhood offices. Neighbourhood forum.

Informed People or Groups

BCC staff, Social media sites and platforms, leisure centre managers and staff, schools,

Summary and evidence of findings from your EIA

The findings indicate the strategy has a wide-reaching impact on the customers of Birmingham City Council and will benefit all residents and the wider community. By ensuring the customer and their experience in

using our services being tne key rocus, we can improve tne iives or everyone within Birmingham and make them proud to be a part of their local community. The results of the customer satisfaction survey show Birmingham residents in support of what the strategy aims to deliver with 91.5% of the response BCC needs to change and improves the services it provides to Birmingham residents.

QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing? No

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer? No

Decision by Accountable Officer

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records Yes

Julie Bach

Person or Group

Content Type: Item

Version: 195.0

Created at 14/11/2021 11:22 PM by  Nathan Thomas

Last modified at 18/11/2021 09:21 AM by Workflow on behalf of  Nathan Thomas

Close

Risk Register**Risk Register Introduction**

Definitions: A Risk is 'uncertainty of outcome'. An Issue is 'a concern that cannot be avoided'. A Threat is 'a factor which could lead to a risk being identified'.

Risks can be identified by any stakeholder for inclusion in the Risk Register.

Risk likelihood and impact classifications**Definitions of risk likelihood classifications**

Likelihood	Definition	Score	Likelihood percentage		
Very High	Is highly likely to occur	5	> 80%		
High	Is likely to occur	4	60% to 80%		
Significant	Is as likely as not to occur	3	40% to 59%		
Low	May occur	2	20% to 39%		
Very Low	Unlikely to occur	1	< 20%		

Definitions of risk impact classifications

Impact	Impact on cost	Impact on quality	Impact on time	Impact on savings realisation	Score	Implied impact minimum costing
Very High	Increased costs	Programme outcomes effectively unusable.	Delay jeopardises viability of	>20% programme cashable	5	£1,000,000
High	Requires	Failure to meet the needs of a large proportion of	Failure to meet key deadlines	15%-20% programme	4	£500,000
Significant	Requires	Significant elements of scope or functionality will	Delay affects key	10%-15% programme	3	£250,000
Low	Requires some	Failure to include certain 'nice to have' elements	Slight slippage against key	5%-10% programme	2	£100,000
Very Low	Variations	Slight reduction in quality/scope with no overall	Slight slippage against	< 5% programme cashable	1	£25,000

Customer Service Programme EBC Section G - Supporting resource information

Risk Scoring & Escalation Matrix											
Likelihood & Impact Scoring System											
	Almost Certain	Likely	Moderate	Unlikely	Rare						
Very High	25	20	15	10	5						
High	20	16	12	8	4						
Significant	15	12	9	6	3						
Low	10	8	6	4	2						
Very Low	5	4	3	2	1						
Score	Priority										
15 to 20	High										
8 to 14	Medium										
0 to 7	Low										
Risk Costing and Contingency Planning											
Assumptions		Forecast	Rounding								
Monthly cost of Programme		£0	£0								
Yearly cost of Programme		£0	£0								
Guidance on costing of Risk for Contingency											
- Risks with a Likelihood of 25% or above should be costed into the contingency within the Programme Budget.											
- Risks with a Likelihood of 5% are insignificant and too low to warrant management.											
- Risks with a cost of impact above £200,000 should have Contingency held at the Programme level.											
Definitions of risk categories											
Risk Categories		Examples									
Strategic / Commercial Risks		<ul style="list-style-type: none"> * Under-performance to specification. * Management will under-perform against expectations. * Collapse of contractors. * Failure of suppliers to meet contractual commitments in terms of quality, quantity, timescales or risk. * Partnerships failing to deliver the desired outcomes. * The situation not being insurable or the cost of insurance outweighs the benefits. * Lack of availability of capital investment. 									
Economic / Financial / Market		<ul style="list-style-type: none"> * Exchange rate fluctuations. * Interest rate instability. * Inflation. * Shortage of working capital. * Failure to meet projected savings targets. * Market developments will adversely affect plans. 									
Legal and Regulatory		<ul style="list-style-type: none"> * New or changed legislation may invalidate assumptions upon which the activity is based. * Failure to obtain appropriate approval. * Unforeseen inclusion of contingent liabilities. * Loss of intellectual property rights. * Failure to achieve satisfactory contractual arrangements. * Unexpected regulatory controls or licensing requirements. * Changes in tax or tariff schedules. 									

Customer Service Programme EBC Section G - Supporting resource information

Organisational / Management / Human Factors	<ul style="list-style-type: none"> * Major Organisational Change. * Inappropriately managed personality clashes. * Inadequate corporate policies or health and safety constraints. * Poor leadership, indecision or inappropriate decision making. * Key personnel have inadequate authority to fulfil their roles or a lack of clarity over roles and responsibilities. * Poor staff selection procedures. * Vested interests creating conflict and compromising the overall aims or individual interests given unwarranted priority. * Lack of operational support or inadequate adoption of management practices.
Political	<ul style="list-style-type: none"> * Change of local, national or international government policy. * Change of government. * Adverse public opinion and/or media intervention. * Terrorist incidents.
Environmental	<ul style="list-style-type: none"> * Natural disasters (storms, flooding, drought, earthquake, volcanic eruption/ash). * Pollution incidents. * Transport problems, including aircraft/vehicle collisions. * Inadequate Project environment and facilities.
Technical / Operational / Infrastructure	<ul style="list-style-type: none"> * Scope creep, unclear expectations or inadequate design. * Performance failure, safety compromised, breaches in security/information security, or infrastructure failure. * Lack or inadequacy of business continuity. * Professional negligence or human error/incompetence. * Operational lifecycle compromised (e.g. asset lifespan lower than expected, residual values of assets lower than expected, maintenance problems, higher than expected decommissioning costs.)
Risk Status	
Open	
Closed	
NEW RISK REGISTER FOR TRANCHE 3	

Risk Register

Risk reference	Risk description and expected impact	Date raised	Risk category	Risk owner	Proximity of risk	Target resolution date	Action(s) and action owner(s)	Direction of travel	Current risk assessment				Target risk assessment				Risk Status
									Impact	Likelihood	Score	Current risk cost	Impact	Likelihood	Score	Target risk cost	
R1	There is a risk of reliance on contractors/consultants to deliver the changes identified by the programme in tranche 3 and beyond, which are not yet/ will not be allocated in the resourcing plan.	10/11/2021	Organisational / Management / Human Factors	Senior Product Owner	4-6 Months		Preventative: Build resilient team, in-house capabilities. Knowledge transfer Develop detailed implementation plan and change management plan/roadmap To ensure optimised Value for Money for the Council.		3	4	12	£1,000,000					
R2	There is a risk that the customer improvements identified in tranche 3 are limited due to lack of integration with other programmes and projects to make the required changes across the organisation	12/08/2021	Organisational / Management / Human Factors	Senior Product Owner	1-3 Months		Preventative: Use the agile approach to engage with other projects and programmes across BCC. Work Collaboratively with CPMO to understand the different interdependencies of other inflight projects and programmes of the Customer Services Programme.		4	3	12	£1,500,000					

Customer Service Programme EBC Section G - Supporting resource information

R3	There is a risk to working with suppliers and timeframes, contractual arrangements and additional works may not match the Councils styles, needs or ways of working.	25/08/2021	Organisational / Management / Human Factors	Product Owner	1-3 Months	Pre-emptive: Upfront agreement and workplans with suppliers to make sure that everyone is clear on expectations Require specialist technical/ other knowledge to lead some aspects of conversations with suppliers Skills/ gap analysis and resourcing requirements for programme Budget/ capacity to be flexible and support programme where required No single point of failure Handovers and sign offs with assistance from supplier		3	3	9	£750,000					
R7	There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area	09/09/2021	Economic / Financial / Market	Senior Product Owner	7-12 Months	The cashable savings to be attributed to the programme are set out in the Enhanced Business Case and agreed with each of the service areas concerned. EBC process to meet with all services to agree all details with service leads. Governance to be reviewed The programme have been allocated a finance point of contact		4	5	20	#N/A					

Customer Service Programme EBC Section G - Supporting resource information

R8	There is a risk that the breadth of customer service is perceived to include only those services selected to feature in the initial programme scope. We will fail to embed customer-centric behaviours across the wider organisation.	09/09/2021	Political	Senior Product Owner	7-12 Months	The programme will work with the Organisational Development Team to ensure that the delivery of high-quality customer services is a collective responsibility. Comms out that state this programme is not just services in contact centre, but all services delivered by the Council. Covers everything and everyone		3	3	9	£750,000					
R9	There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	10/11/2021	Economic / Financial / Market	Senior Product Owner	1-3 Months	Design: Develop plans to identify work and effort required in order to appropriately resource work Reactive: Have team members who can assist if we need to draw on contingency. Prioritise work on items that can be delivered Proactive: During the proposed discovery stage, the programme will identify specific individuals to be seconded to the programme, and confirm backfill arrangements, as described in the outline business case, confirm resource availability according to a detailed, time-based resource plan.		3	4	12	£1,000,000					

Customer Service Programme EBC Section G - Supporting resource information

Assumption Reference	Date Made	Assumption description	Potential impact if invalid	Estimated impact if invalid	Proposed Validation action	Validation Owner	Target Validation Date	Current Status	Validation Comments
A1	22/09/21	Customer service optimisation will be delivered in thematic waves of closely associated groups or services, enabling multi-skilling and the achievement of savings targets	Difficult to achieve savings. Inefficiency in delivery	Significant: £500K - £1M	Review as part of operating model design	Senior Product Owner	01/03/22	Pending validation	
A2	22/09/21	Opportunity prioritisation may lead to re-ordering the delivery activities	Savings may not be delivered in an optimal order	Significant: £500K - £1M	Review as part of mobilisation	Senior Product Owner	01/03/22	Pending validation	
A3	22/09/21	Front facing services that cannot make savings will still have involvement from the Customer Services Programme so as to be able to achieve stretch targets	Services shall need to be descope	Significant: £500K - £1M	Confirm as part of TOM design	Senior Product Owner	01/03/22	Pending validation	
A4	22/09/21	Savings, efficiencies and cost avoidance may be recategorised, especially for the purpose of generating greater revenues	Optimal benefits will not be achieved	Low: £25K - £500K	Confirm as part of TOM design	Senior Product Owner	01/03/22	Pending validation	
A5	22/09/21	Savings exclude trend and forecast analysis. Should demand for services increase for reasons such as changes in demographics, then this may lead to cost avoidance rather than direct savings		Significant: £500K - £1M	Confirm as part of implementation per business case	Senior Product Owner	06/03/22	Pending validation	
A6	28/09/21	The plan assumes internal mobilisation can be completed by January 2022 .	Issue in terms of scale: number of roles required & if this can be accommodated without waiting for backfill.	Low: £25K - £500K		Senior Product Owner	07/03/22	Pending validation	
A7	28/09/21	Contact centre telephony will be deployed in time to provide vital datasets for services and tools to assist savings targets	Before each service migrates in contact centre telephony deployed to key services to provide vital statistic reporting	Significant: £500K - £1M	Validate during mobilisation	Senior Product Owner	01/03/22	Pending validation	
A9	28/09/21	Assume 11,000 staff training is done via online learning in light of Covid pandemic and costs		Low: £25K - £500K		Product Owner	11/03/22	Pending validation	
A10	11/10/21	Costs excludes technology and licensing costs as the assumption is this can be delivered using existing software	Require additional Capex to deliver technology. Could result in reduced savings estimates as portion needs to be offset against license costs	Significant: £500K - £1M	Review technologies and BCC programmes to identify most suitable option from technology stack to deliver solution	Product Owner	15/03/22	Pending validation	
A11	10/11/21	That we will be able to backfill contractor/partner resources with our own employees by month 7. If we are unable to do that the impact will be increased costs to retain the contractors/partner staff. You can quantify that by extending the cost lines that cut off at month 7 and noting the difference in cost	A further request for funding through the change management process, that may require additional resources to deliver the Customer Service Strategy than anticipated.	Critical: £1M - £10M	Develop detailed implementation plan and resource schedule	Senior Product Owner	01/03/22	Pending validation	
A17	10/11/21	It's the assumption that IT&D operations will have the capacity to provide technical resource time to the customer programme when required. Failure on that assumption will mean additional cost to bring in backfill for technical resources.	Delay to delivery and increased costs to deliver in line with delivery plan	Significant: £500K - £1M	Develop detailed implementation plan and resource	Senior Product Owner	01/03/22	Pending validation	

Customer Service Programme EBC Section G - Supporting resource information

Savings							
Project	Delivery Team	Cost (£)	Full Year Savings (£)	22/23	23/24	24/25	25/26
Smart Communications	1	340,115	400,000	-	-	50,000	400,000
RPA - Bereavement	3	928,483	1,000,000	250,000	750,000	1,000,000	1,000,000
Pre-emptive Demand - Green Waste	2	422,911	87,349	40,000	87,349	87,349	87,349
Automation -Markets	2		100,000	50,000	100,000	100,000	100,000
Automation - Pest Control	2		100,000	50,000	100,000	100,000	100,000
Total		1,691,508	1,687,349	390,000	1,037,349	1,337,349	1,687,349
Summary by delivery team	Costs	Savings					
Team 1	340,115	400,000					
Team 2	422,911	287,349					
Team 3	928,483	1,000,000					
Total	1,691,508	1,687,349					



Co-ordinating O&S Committee: Work Programme 2021/22

Chair	Cllr Carl Rice
Deputy Chair	Cllr Liz Clements
Committee Members:	Cllrs: Mohammed Aikhlaq, Deirdre Alden, Mick Brown, Debbie Clancy, Liz Clements, Roger Harmer, Mariam Khan, Narinder Kaur Kooner, Ewan Mackey and Saima Suleman
Scrutiny Support:	Christian Scade, christian.scade@birmingham.gov.uk

1 Terms of Reference

Co-ordinating Overview and Scrutiny Committee

- 1.1 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 governance (including transparency, regional working and partnerships): citizens (including communications and public engagement); performance; customer services; social cohesion; equalities and emergency planning.
- 1.2 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) publishing each year an Annual Programme of major scrutiny inquiries as suggested by individual Overview and Scrutiny Committees following consideration of the Council Plan and priorities;
 - e) agreeing the establishment of any task & finish groups; and
 - f) considering overview and scrutiny development, working practices and constitutional arrangements.



2 Meeting Schedule

Date	Item	Officer contact
18 June 2021 at 10.00 am On-line Informal Meeting	Leader of the Council Work Programme	Rebecca Grant, Cabinet Support Officer
09 July 2021 10.00 am On-line Informal Meeting	Update from CIPFA on Financial Management capability (Cllr Tristan Chatfield, Cabinet Member for Finance & Resources) Review of the Birmingham Business Charter for Social Responsibility	Jon Lawton, Cabinet Support Officer Rokneddin Shariat, Procurement Strategy and Development Mgr
10 September 2021 10.00 am	Update from Cabinet Member on equalities and social cohesion City of Sanctuary Policy Statement 2018-22 – progress report	Marcia Wynter, Cabinet Support Officer Bethany Finch, Commissioning Manager
24 September 2021 10.00 am Informal Meeting	Exempt Accommodation Inquiry Session	
15 October 2021 10.00 am	Deputy Leader update <ul style="list-style-type: none"> Customer services Council Performance Plan Digital inclusion / on-going broadband work 	Mary Crofton, Cabinet Support Officer
22 November 2021 10.00 am Informal Meeting	Future Parks Accelerator - City of Nature Discussion of draft exempt accommodation report	Hamira Sultan, Consultant Public Health Parks & Neighbourhoods Amanda Simcox, Scrutiny Officer
10 December 2021 10.00 am	Electoral Update Customer Service Strategy	Rob Connelly, Assistant Director, Governance Wendy Griffiths, Assistant Director, Customer Services and Business Support
21 January 2022 10.00am	Budget 2022 – advance consideration	Lisa Taylor, Head of City Finance
18 February 2022 10.00am		



Date	Item	Officer contact
11 March 2021 10.00am		
08 April 2021 10.00am	Annual Review of Scrutiny Framework	Christian Scade, Interim Head of Scrutiny and Committee Services

3 Items to be Scheduled

- 3.1 Citizen engagement – overview
- 3.2 Covid-19 – review
- 3.3 Planning enforcement
- 3.4 Birmingham City of Nature Delivery Framework
 - To decide which Overview and Scrutiny Committee should be responsible for scrutinising the framework moving forwards.
 - Once decided, for the designated committee to receive a report in 12 months about the implementation of the framework.

4 Other Meetings

Informal Meetings

Call in

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

5 Forward Plan

5.1 Below is an extract of the Forward Plan, detailing those decisions relating to this Committee's remit.

Ref No.	Title	Proposed Date of Decision
009009/2021	Customer Service Programme Enhanced Business Case and Customer Service Strategy	14 Dec 21
009499/2021	City Centre CCTV	14 Dec 21
009031/2022	DRAFT FINANCIAL PLAN 2022-202	08 Feb 22



6 Scrutiny Reports to City Council

O&S Committee	Report Title	Date for Council
Co-ordinating O&S Committee	Exempt accommodation	December 2021
All	Scrutiny Business Report	March 2022



Sustainability & Transport O&S Committee: Work Programme 2021/22

Chair:	Cllr Liz Clements
Deputy Chair:	Cllr Julie Johnson-White
Committee Members:	Cllrs Zaker Choudhry, Mohammed Fazal, Eddie Freeman, Timothy Huxtable, Mike Leddy and Hendrina Quinnen.
Officer Support:	Ceri Saunders, Acting Group Overview & Scrutiny Manager (303 2786) Scrutiny Officer: Baseema Begum (303 1668) Committee Manager: Louisa Nisbett (303 9844)

1 Meeting Schedule

Date	What	Officer Contact / Attendees
9th June 2021 (informal) 1400 hours Online meeting Report Deadline: 1 st June	To discuss priorities for the 2021/22 work programme.	Scrutiny Office
7th July 2021 1400 hours BMI Main Hall Report Deadline: 28 th June	Cabinet Member for Transport & Environment – Annual Report & Priorities	Rose Horsfall, Cabinet Support Officer
22nd September 2021 (informal) 1400 hours Online meeting Report Deadline: 13 th Sept	Birmingham Tree Policy Inquiry – Tracking West Midlands Local Transport Plan Consultation E-scooters briefing	Simon Needle, Principal Arboriculturist David Harris and Alex Greatholder, Transport for West Midlands (TfWM) Ioanna Moscholidou and Kurt Sullivan Inclusive Growth Directorate



Date	What	Officer Contact / Attendees
20th October 2021 1400 hours BMI Main Hall Report Deadline: 11 th Oct	Restoring confidence in public transport	Transport for West Midlands; West Midlands Metro; National Express West Midlands; West Midlands Trains
17th November 2021 (informal) 1400 hours Online meeting Report Deadline: 8 th Nov	Plastic Free Birmingham – Tracking Waste Disposal Procurement - update Priorities for the in-house Climate Change team Disinvestment in fossil fuels – Follow up on Motion to City Council with West Midlands Pension Fund representatives	Cllr John O'Shea, Cabinet Member for Street Scene and Parks and Darren Share, Assistant Director, Street Scene and Parks Cllr John O'Shea, Cabinet Member for Street Scene and Parks Darren Share, Assistant Director, Street Scene and Parks Michelle Climer, Contracts Manager Ellie Horwitch-Smith, Assistant Director Route to Zero Carbon Rachel Brothwood, Director of Pensions and Simon Taylor, Assistant Director – Pensions, West Midlands Pension Fund
15th December 2021 1400 hours BMI Main Hall Report Deadline: 6 th Dec	PFI Programme Maintenance update Car Free School Streets Pilot Scheme – A review of the pilot completed in March 2021 and future proposals City-Wide Electric Vehicle (EV) Charge Point Strategy	Kevin Hicks, Assistant Director, Highways & Infrastructure and Kamyar Tavassoli, Highways Services Manager Peter Edwards, Travel Demand Manager Sylvia Broadley, Specialist Energy Manager
19th January 2022 1400 hours BMI Main Hall Report Deadline: 10 th Jan	Update on the progress made with the development of the Clean Air Strategy Update on the status of the Highways Management & Maintenance PFI contract	Mark Wolstencroft, Operations Manager, Environmental Protection Kevin Hicks, Assistant Director, Highways & Infrastructure and Domenic De Bechi, PFI Contract Manager



Date	What	Officer Contact / Attendees
16th February 2022 1400 hours BMI Main Hall Report Deadline: 7 th Feb	Cabinet Member for Transport & Environment – Annual Report	Rose Horsfall, Cabinet Support Officer
16th March 2022 1400 hours BMI Main Hall Report Deadline: 7 th March	Flood Risk Management Annual Report (TBC)	Kevin Hicks, Assistant Director, Highways & Infrastructure
18th May 2022 1400 hours BMI Main Hall Report Deadline: 9 th May	TBC	

2 Outstanding Tracking

Inquiry	Outstanding Recommendations	Last Tracking
Birmingham Tree Policy Inquiry	R01, R03, R06, R07, R08, R09, R10 & R11	November 2019
Plastic Free Birmingham	R01, R02, R05, R06 & R07	November 2021

3 Further work areas of interest/Work to be programmed

3.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Improving the public realm to aid the cycling and walking offer and using the sustainability agenda to green-up areas including an update on the City of Nature Vision for Birmingham.
- DFT Active Travel Fund update including an update on e-scooters, West Midlands Bike Scheme, Places for People and Low Traffic Neighbourhoods (LTNs).
- Commonwealth Games (CWG) Sustainability Pledge (TBC)
- The West Midlands Combined Authority Transport Delivery Committee's work on Bus Strategy.



- Environmental, Public Open Space and Transport Issues within City Council Masterplans (i.e. Smithfield) and Urban Regeneration Frameworks.
- To continue to receive regular updates on the Waste Disposal Procurement Process from Cllr O'Shea, Cabinet Member for Street Scene and Parks.
- Clean Air Zone – Operational update (TBC)
- Public Highway issues: Parking/Grass verges/pavement parking – (information from previous sessions to be circulated to members when available).
- Update on the Birmingham Transport Plan as part of the Cabinet Member for Transport & Environment's annual update

4 Other Meetings

Call in Meetings

*None
scheduled*

Petitions

*None
scheduled*

Councillor Call for Action requests

*None
scheduled*

It is suggested that the Committee approve Wednesday at 1400 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

Contact Officers

Ceri Saunders, Acting Group Overview and Scrutiny Manager, ceri.saunders@birmingham.gov.uk – 0121 303 2786

Baseema Begum, Research & Policy Officer, baseema.begum@birmingham.gov.uk – 0121 303 1668

5 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Sustainability & Transport O&S Committee's remit. **Please note this is correct at the time of publication.**



Reference	Title	Portfolio	Proposed Date of Decision
007686/2020	Historic Environment Supplementary Planning Document	Leader	14 Dec 2021
007349/2020	Waste Vehicle Replacement Programme	Street Scene & Parks	14 Dec 2021
008192/2021	Contribution to Decarbonising Construction of HS2 - Approval to accept Grant and Full Business Case	Transport & Environment	14 Dec 2021
008531/2021	Highways and Infrastructure: Footway Crossings Policy and Information for Applicants	Transport & Environment	14 Dec 2021
008863/2021	Metro Centenary Square Extension – GBSLEP EZ additional funding	Transport & Environment	14 Dec 2021
009037/2021	Highway Maintenance and Management PFI Contract	Transport & Environment	14 Dec 2021
009246/2021	Highway Network Extent	Transport & Environment	14 Dec 2021
009488/2021	Local Improvement Budget - Transportation and Highways	Transport & Environment	14 Dec 2021
009504/2021	Birmingham 2022 Commonwealth Games Transport Plan	Transport & Environment	14 Dec 2021
009213/2021	BMHT Dawberry Fields Road, Passivhaus Development	Homes & Neighbourhoods	18 Jan 2022
008965/2021	Renewal of Building Energy Management Systems	Leader	18 Jan 2022
009068/2021	Paradise Circus Update	Leader	18 Jan 2022
009251/2021	Outline Business Case for the Creation of an Integrated Transport Unit	Leader	18 Jan 2022
009281/2021	Adoption of Perry Barr 2040: A Vision for Legacy Masterplan and endorsement of the Perry Barr 2040 Delivery Plan	Leader	18 Jan 2022
005048/2018	Moor Street Queensway Public Realm Improvements Outline Business Case	Transport & Environment	18 Jan 2022
009086/2021	BCC Streetworks Permit Scheme	Transport & Environment	18 Jan 2022
009142/2021	A457 Dudley Road Improvement Scheme – Revised Main Scheme Full Business Case	Transport & Environment	18 Jan 2022
009406/2022	Active Travel Fund Tranche 2 - Package 2: Kings Heath Low Traffic Neighbourhood Full Business Case	Transport & Environment	18 Jan 2022
009445/2022	City Centre Public Realm Improvement Scheme (CCPR) Full Business Case (FBC) phase 2	Transport & Environment	18 Jan 2022
009531/2022	Active Travel Fund Tranche 2 – Package 2: Lozells Places for People Full Business Case	Transport & Environment	18 Jan 2022
009408/2022	25 Year City of Nature Delivery Framework	Leader	08 Feb 2022



009249/2021	Street Naming and Numbering Policy Revision	Transport & Environment	08 Feb 2022
007927/2021	Business Plan 2021-2025	n/a	08 Feb 2022
009031/2022	DRAFT FINANCIAL PLAN 2022-2026	n/a	08 Feb 2022



Economy & Skills O&S Committee: Work Programme 2021/22

Chair: Cllr Saima Suleman

Deputy Chair: Cllr Chaman Lal

Committee Members: Cllrs Alex Aitken, Maureen Cornish, Peter Griffiths, Zaheer Khan, Simon Morrall and Darius Sandhu

Officer Support: Ceri Saunders, Acting Group Overview & Scrutiny Manager (303 2786)
Baseema Begum, Scrutiny Officer (303 1668)
Errol Wilson, Committee Manager (675 0955)

1 Meeting Schedule

Date	What	Officer Contact / Attendees
16th June 2021 (informal) 1000 hours Online meeting	To discuss priorities for the 2021/22 work programme.	Scrutiny Office
14th July 2021 (informal) 1000 hours Online meeting Report deadline: 5 th July	Supporting the Economic Recovery from Covid-19 – jobs & skills & supporting SMEs	Maria Dunn, Head of Development Policy Ilgun Yusuf, Assistant Director, Skills & Employability
15th September 2021 1000 hours BMI Main Hall Report deadline: 6 th Sept	East Birmingham Inclusive Growth Strategy – update Update on Brexit	Mark Gamble, East Birmingham Development Manager Lloyd Broad, Head of European Affairs and Ozge Iskit, Interim Brexit Co-Ordinator
6th October 2021 (informal) 1000 hours Online meeting Report deadline: 27 th Sept	Redevelopment of Birmingham Smithfield and surrounding area Council support to businesses	Richard Brown, Timothy Brown, Inclusive Growth Directorate Mohammed Zahir, Head of Business Enterprise and Innovation



Date	What	Officer Contact / Attendees
3rd November 2021 (informal) 1000 hours Online meeting Report deadline: 25 th Oct	Economic impacts on Birmingham's night-time economy (culture, leisure and hospitality sectors) of new residential developments (in relation to targets set in the Birmingham Development Plan)	Maria Dunn, Head of Development Policy
8th December 2021 (informal) 1000 hours Online meeting Report deadline: 29 th Nov	6-month assessment on the impact of the Clean Air Zone on businesses within the area	Stephen Arnold, Head of Clean Air Zone
5th January 2022 1000 hours BMI Main Hall Report deadline: 23 rd Dec	Cabinet Member for Education, Skills & Culture	Cllr Jayne Francis, Cabinet Member for Education, Skills & Culture
2nd February 2022 1000 hours BMI Main Hall Report deadline: 24 th Jan	TBC	
2nd March 2022 1000 hours BMI Main Hall Report deadline: 21 st Feb	East Birmingham Inclusive Growth Strategy – update	
27th April 2022 1000 hours BMI Main Hall Report deadline: 18 th April	TBC	

2 Other Meetings

Call in Meetings	<i>None scheduled</i>
Petitions	<i>None scheduled</i>



Councillor Call for Action Requests	<i>None scheduled</i>
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- 2.1 It is suggested that the Committee approve Wednesday at 1000 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

3 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Economy & Skills O&S Committee's remit. **Please note this is correct at the time of publication.**

Reference	Title	Portfolio	Proposed Date of Decision
008915/2021	Druids Heath Regeneration	Homes & Neighbourhoods	14 Dec 2021
007884/2020	Proposed Compulsory Purchase Order –Digbeth & Allison Street Birmingham for the Beorma Quarter Development	Leader	14 Dec 2021
007686/2020	Historic Environment Supplementary Planning Document	Leader	14 Dec 2021
008303/2021	Asset Review - Multi-storey car park, Brunel Street, Birmingham	Leader	14 Dec 2021
008971/2021	Sale of 1 Lancaster Circus, City Centre	Leader	14 Dec 2021
009068/2021	Paradise Circus Update	Leader	14 Dec 2021
009281/2021	Adoption of Perry Barr 2040: A Vision for Legacy Masterplan and endorsement of the Perry Barr 2040 Delivery Plan	Leader	14 Dec 2021
008192/2021	Contribution to Decarbonising Construction of HS2 - Approval to accept Grant and Full Business Case	Transport & Environment	14 Dec 2021
008863/2021	Metro Centenary Square Extension – GBSLEP EZ additional funding	Transport & Environment	14 Dec 2021
009030/2022	Business Rates Income 2022/23	Leader	18 Jan 2022
009239/2021	Disposal of Murdoch and Pitman, Birmingham, 153 - 161 Corporation Street, Birmingham	Leader	18 Jan 2021
005048/2018	Moor Street Queensway Public Realm Improvements Outline Business Case	Transport & Environment	18 Jan 2022
009445/2022	City Centre Public Realm Improvement Scheme (CCPR) Full Business Case (FBC) phase 2	Transport & Environment	18 Jan 2022
009031/2022	DRAFT FINANCIAL PLAN 2022-2026	n/a	08 Feb 2022
009407/2022	Enterprise Zone Investment Plan 2022	Leader	08 Feb 2022
009408/2022	25 Year City of Nature Delivery Framework	Leader	08 Feb 2022





Commonwealth Games, Culture & Physical Activity O&S Committee: Work Programme 2021/22

Chair:	Cllr Mariam Khan
Deputy Chair:	Cllr Gurdial Singh Atwal
Committee Members:	Cllrs: Mohammed Azim, Morriam Jan, John Lines, Yvonne Mosquito, Ron Storer and Martin Straker Welds
Officer Support:	Acting Group O&S Manager: Ceri Saunders (303 2786) Scrutiny Officer: Amanda Simcox: (675 8444) Committee Manager: Louisa Nisbett (303 9844)

1 Terms of Reference

- 1.1 'To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning the Commonwealth Games; arts and culture; libraries and museums; sport; events and physical activity'.

2 Members Proud Host City Forum

- 2.1 Elected Members are also invited to attend the Members Proud Host City Forum. This is an informal group meeting open to all Elected Members. Guest speakers from across Commonwealth Games (CWG) partnership are invited, alongside officers from the council. Dates and topics:

- 20 May 2021 at 17:30 - 18:30. Topic: CWG volunteering. Andrew Newman, Laura Easton and Lee Marsham from the Organising Committee (OC) were guest speakers.
- 24 June 2021 at 17:45 - 18:30. Topic: CWG tickets. Elizabeth Howells, from the OC was the guest speaker.
- 15 July 2021 at 17:30 - 18:30. Topics: Birmingham 2022 update (Lee Marsham, OC), Creative City Grants (Lydia Harrington, OC), and Perry Barr Regeneration (Rebecca Farr, BCC).
- 23 Sep 2021 at 17:30 – 18.30. Topics: Birmingham 2022 updates (Lee Marsham, OC), and West Midlands Police community engagement (Donna Jones and Helen Thompson West Midlands Police).
- 21 Oct 2021 at 17:30 – 18.30. Topics: Queen's Baton Relay (Rose Jackson, Birmingham 2022), Birmingham 2022 'Look Book' (Dan Tomlinson, Birmingham City Council).



3 Priority Issues and Items to be Scheduled

- 3.1 The following were highlighted at the informal meeting on 8th July 2020 as potential priorities to be followed up through the work programme:
- (a) There is an opportunity for the committee to track the participation of women in sport – a possible place to start would be to invite key women who have achieved in the sporting arena to provide their input to the committee.
 - (b) To continue the work on community engagement already begun, community representatives including possibly representatives from Commonwealth countries could be invited to talk to the committee (remotely) about how we can work together to promote the CWG.
 - (c) Engage with small voluntary and arts organisations on what they would like to see happen/how they can get involved.
- 3.2 Members would like to invite Directors within the Council to future committee meetings to discuss their plans for their Directorate in relation to supporting the Games (**taking place from 28 July to 8 August 2022**) and the Games legacy. In the last municipal year, the Policy Insight and Prevention Directorate - Jonathan Tew, CWG Legacy Lead & Assistant Chief Executive; Waqar Ahmed, AD, Community Safety and Resilience; and Eleri Roberts, AD, Communications from the Policy Insight and Prevention Directorate attended the 7th April 2021 committee meeting. The other Directorates have been programmed into the 2021/22 work programme.
- 3.3 The culture programme and how we engage with communities to be added to the work programme.

4 Meeting Schedule

- 4.1 Below is the list of committee dates and items. However, Members may want to use some of these dates for other things, such as visits and informal briefings etc.

Date & Time (1.30pm)	Items	Officers / Attendees
8 June 2021 @12.30 Informal Meeting	Commonwealth Games: Safety, Resilience and Health Protection Workshop	Jonathan Tew, CWG Legacy Lead & Assistant Chief Executive; Waqar Ahmed, AD, Community Safety and Resilience; Michael Enderby, Head of Resilience; Dr Mary Orhewere, AD, Environmental PH and Health Protection & Janet Bradley on behalf of



Date & Time (1.30pm)	Items	Officers / Attendees
		Mark Croxford, Head of Environmental Health
	Future Work Programme Discussion	
28 July 2021 @ 2.30pm Report Deadline: 5 July 2021	<p>CWG: City Operations Directorate</p> <p>Building the stadium and involved in City Readiness for matters such as parks</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What is the City Operations Directorate doing to exploit the opportunity presented by the CWG • What is Street Scene doing to exploit the opportunity presented by the CWG • What are Regulations and Enforcement doing to exploit the opportunity presented by the CWG 	Rob James, Managing Director, City Operations Directorate, Paul Lankester, AD, Regulation and Enforcement, Chris Jordan, AD, Neighbourhoods, Kevin Hicks, AD, Highways and Infrastructure, and Darren Share, AD, Street Scene
	<p>CWG: City Housing Directorate</p> <p>What is the Housing Directorate doing to exploit the opportunity presented by the CWG</p>	John Jamieson, Head of Service for Housing Management, Mumtaz Mohammed, Programme Manager, Inclusive Growth, Marcia Bell, Service Manager, Housing Temporary Accommodation, and Guy Chaundy, Housing Modernisation & Partnership Manager
	<p>CWG: Human Resources Department</p> <p>Above and beyond core games deliverables: What if anything is HR doing to exploit the opportunity presented by the CWG.</p>	Amarjit Sahota, Culture Change Manager, Human Resources



Date & Time (1.30pm)	Items	Officers / Attendees
<p>15 September 2021 at the BMI</p> <p>Report Deadline: 6 Sep 2021</p>	<p>CWG: Adult Social Care Directorate</p> <p>Involved in Legacy?</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What if anything is Adult Social Care doing and/or commissioning to exploit the opportunity presented by the CWG 	<p>Maria Gavin, AD, Quality and Improvement, Adult Social Care (Donna Nock PA)</p>
	<p>CWG: Children's Trust</p> <ul style="list-style-type: none"> • Opportunities for Children in Care and Care Leavers 	<p>Jake Shaw, Head of Service, Rights and Participation and Corporate Parenting and Alex Hillman, Corporate Parenting and Partnerships Coordinator</p>
<p>6 October 2021</p> <p>Report Deadline: 27 Sep 2021</p>	<p>CWG: Education and Skills Directorate</p> <p>Involved in Legacy?</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What is Education and Skills doing to exploit the opportunities presented by the CWG • What if anything is Education and Skills looking to do with Birmingham Schools related to the CWG • What if anything is Education and Skills doing with relation to the Virtual School and Commonwealth Games • What if anything is Education and Skills doing with relation to SEND and the CWG • What if anything is Education and Skills looking to do with Early Years and the CWG • What if anything is Education and Skills looking to do with employability and the CWG 	<p>Kevin Crompton, Interim Director, Education and Skills (can attend for 1.30 – 2.30)</p>



Date & Time (1.30pm)	Items	Officers / Attendees
	<p>CWG: Inclusive Growth Directorate</p> <p>Involved in City Readiness Matters such as transport, public realm, still building the PBRS</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What is the Inclusive Growth Directorate doing to exploit the opportunity presented by the CWG • What is the Planning department doing to exploit the opportunity presented by the CWG • What is Transport and Connectivity doing to exploit the opportunity presented by the CWG • What is Highways and Infrastructure doing to exploit the opportunity presented by the CWG • What is Housing and Planning doing to exploit the opportunity presented by the CWG 	<p>Ian MacLeod, Acting Director (Louise O'Neill, Business Support Manager) and Rebecca Farr, Development Planning Manager – North & West Birmingham Inclusive Growth</p>
22 October 2021	A joint visit to the Alexander Stadium	Cllr Mariam Khan and Cllr Gurdial Singh Atwal attended
3 November 2021 at 12.00	A visit the Organising Committee's volunteer selection centre, based at the Library of Birmingham	Cllr Mariam Khan attended



Date & Time (1.30pm)	Items	Officers / Attendees
3 November 2021 Report Deadline: 25 Oct 2021	<p>CWG: Council Management Directorate</p> <p>HR (Darren Hockaday), Digital & Customer Services (Peter Bishop), Legal & Democratic (Suzanne Dodd), Finance (Sara Pitt), Audit (Sarah Dunlavy) Development & Commercial (Alison Jarrett), and Steve Sandercock) Procurement</p> <p>Looking after games finances, legal and procurement matters, and council governance matters</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What is the Finance and Governance doing to exploit the opportunity presented by the CWG • What is Commercial doing to exploit the opportunity presented by the CWG 	<p>Becky Hellard, Director of Council Management Directorate; (Manjit Sabbharwal PA), Alison Jarrett, AD, Development & Commercial; Sara Pitt, AD, Finance and Governance; Connie Price, Head of Service, Finance and Governance; Amarjit Sahota, Culture Change Manager, HR; Satinder Sahota, Assistant City Solicitor; Craig Scriven, AD, Organisational Development; Sushil Thobhani, HOS, Finance and Governance; and Sharan Varaitch, Culture Change Officer</p>
	<p>CWG: Digital and Customer Services, Council Management Directorate</p> <p>Assisting the Programme with IT systems.</p> <p>Above and beyond core games deliverables:</p> <ul style="list-style-type: none"> • What is the Digital and Customer Services Directorate doing to exploit the opportunity presented by the CWG • What is the IT department doing to exploit the opportunity presented by the CWG • What is Revenue and Benefits doing to exploit the opportunity presented by the CWG • What is Customer Services doing to exploit the opportunity presented by the CWG 	<p>Cllr Brigid Jones, Deputy Leader and Dr Peter Bishop, Director for Digital & Customer Services (Freya Lane PA)</p>
	<p>CWG: Regulation and Enforcement, City Operations Directorate</p>	<p>Paul Lankester, Interim AD, Regulation & Enforcement</p>



Date & Time (1.30pm)	Items	Officers / Attendees
		City Operations Directorate (Kerry Timbrell, PA)
8 December 2021 Report Deadline: 29 Nov 2021	CWG: Street Scene	Rob James, Managing Director, City Operations Directorate and Darren Share, AD, Street Scene
12 January 2022 Report Deadline: 3 Jan 2022	Get Set for the Games (tbc)	Rachel Dixon, Stakeholder Engagement Executive, BCC (tbc)
	Queen's Baton Relay	Robyn Beebe, QBR Lead - Birmingham 2022 Commonwealth Games and Olivia McLean City Readiness - Operations Advisor, CWG 2022
9 February 2022 Report Deadline: 31 Jan 2022	TBC	
9 March 2022 Report Deadline: 28 Feb 2022	TBC	
6 April 2022 Report Deadline: 28 Mar 2022	TBC	

5 Other Meetings

Call in Meetings:

None scheduled

Petitions

None scheduled

Councillor Call for Action requests



None scheduled

It is suggested that the Committee approves Wednesday at 1.30pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

6 Report(s) to City Council

6.1 Community Engagement in CWG - on hold due to Covid 19

Date	Item
2 October 2019 & 6 November 2019	Discuss piece of work to City Council / Executive
January 2020 – March 2020	Evidence Gathering
TBC	Report to City Council / Executive

7 Forward Plan for Cabinet Decisions

7.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Commonwealth Games, Culture and Physical Activity O&S Committee's remit.

ID Number	Title	Proposed Date of Decision	Date of Decision
008307/2021	Perry Barr Regeneration Scheme – Full Business Case Update	27 Jul 21	27 Jul 21
008869/2021	Future Parks Accelerator – 25 Year City of Nature Vision	07 Sep 21	
009052/2021	Permission to apply for funding to the DCMS Museum Estate and Development Fund	07 Sep 21	07 Sep 21
009103/2021	Community Libraries Capital Programme of Works	14 Dec 21	
005730/2018	Sport and Leisure Transformation - Wellbeing Service	28 Jun 22	
009020/2021	Major Sporting Events Strategy 2022-2032	-	27 Jul 21



Education and Children's Social Care O&S Committee: Work Programme 2021–2022

Chair:	Cllr Narinder Kaur Kooner
Deputy Chair:	Cllr Kerry Jenkins
Committee Members:	Cllrs: Olly Armstrong, Charlotte Hodivala, Katherine Iroh, Saddak Miah, Kath Scott and Alex Yip Education Representatives: Omar Hanif, Parent Governor; Adam Hardy, Roman Catholic Diocese; Rabia Shami, Parent Governor and Sarah Smith, Church of England Diocese
Officer Support:	Acting Group O&S Manager: Ceri Saunders (303 2786) Scrutiny Officer: Amanda Simcox: (675 8444) Committee Manager: Mandeep Marwaha (303 5950)

1 Terms of Reference

- 1.1 As per City Council on 25th May 2021 the Committee's Terms of Reference is 'to fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning schools and education, the Children's Trust, vulnerable children, corporate parenting, children and young people's health and wellbeing and other child social care and safeguarding functions of the council'.
- 1.2 The Overview and Scrutiny Committee dealing with education matters shall include in its membership the following voting representatives: a) Church of England diocese representative (one); b) Roman Catholic diocese representative (one); and c) Parent Governor representatives (two, who are on the Committee until April 2022).

2 Meeting Schedule

Date & Time	Items	Officers / Attendees
9 June 2021 at 10am Informal Meeting	To discuss priorities for 2021/22 work programme.	



Date & Time	Items	Officers / Attendees
<p>21 July 2021 at 10am</p> <p>In the Birmingham & Midland Institute (BMI)</p> <p>Deadline for Send Out: 12 July 2021</p>	<p>Councillor Kate Booth, Cabinet Member for Children's Wellbeing Update (last discussed 10 Jul 2019). To include:</p> <ul style="list-style-type: none"> • Early Years (this has been included in the written report). • SEND and EHCPs including the health aspect e.g. waiting times etc (regular SEND updates programmed). • Birmingham Youth Justice Strategic Plan 2021/22 (this is now scheduled for Cabinet 7 September 2021 rather than 29 June 2021 & will be picked up by the Children's Trust update). 	<p>Suman McCartney, Cabinet Support Officer</p> <p>This item was included within the SEND update at the committee meeting.</p>
	<p>SEND Ofsted Inspection Outcome (SEND & WSoA last discussed 28 Oct 2020).</p> <p>To include: EHCPs including the health aspect (waiting times etc).</p>	<p>Kevin Crompton, Interim Director, Education & Skills / Director of Children Services (DCS), and Deborah Brooks, Transformation Director, Commissioning, Education and Skills</p>
	<p>Hunters Hill College Update.</p>	<p>Councillor Jayne Francis, Cabinet Member for Education, Skills and Culture, Jaswinder Didiyal, Head of Service, Education and Skills, and David Bridgman, Head of Service, SENAR</p>
	<p>Councillor Jayne Francis, Cabinet Member for Education, Skills and Culture update (last discussed 11 Sep 2019). To include:</p> <ul style="list-style-type: none"> • Youth Engagement and Youth Service (Youth voices – to include how the different forums are supported and how they can support each other; and the resources to support these). • Personal, Social and Health Education (PSHE) provided in schools. • Education of Children and Young People and the difficulty with the school system being set up for young people to be job ready, however there is a lack of jobs and universities are expensive. 	<p>Rose Horsfall, Cabinet Support Officer</p> <p>Lisa Fraser, AD, Education and Early Years, Ilgun Yusuf, Acting AD, Skills and Employability and Alan Michell, Head of School Admissions and Fair Access</p>



Date & Time	Items	Officers / Attendees
	<ul style="list-style-type: none"> Schools Forum and monitoring schools on how they are spending the money they are allocated. 	
1 September 2021 at 10am in the BMI Deadline for Send Out: 20 August 2021	Children's Trust to include: <ul style="list-style-type: none"> Youth Justice Strategic Plan Children in Care Independent Advocacy Service / Rights and Participation Service Missing Children 	Andrew Christie, Chair and Andy Couldrick, Chief Executive, Children's Trust
	Cllr Sharon Thompson, Cabinet Member for Vulnerable Children and Families	Suman McCartney, Cabinet Support Officer
	SEND	Kevin Crompton, Interim Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion
13 October 2021 at 10am Online Deadline for Send Out: 4 October 2021	Cllr John Cotton, Cabinet Member for Social Inclusion, Community Safety and Equalities to include: <ul style="list-style-type: none"> Rise in hate crime, youth crime and knife crime. Engagement of young people and how they are supported in relation to climate, BLM and increase in racism, Palestine, Me too campaigns etc. 	Waqar Ahmed, AD, Community Safety and Resilience Marcia Wynter, Cabinet Support Officer
	SEND	Pauline Maddison, Interim AD, SEND and Inclusion
	Home to School Transport (HTST) Update	Mary Jefferson, Head of Service, Home to School Transport, and Deborah Brooks, Transformation Director, Commissioning, Education and Skills
24 November 2021 at 10am in the BMI Deadline for Send Out: 15 November 2021	Aquarius – Young People's Service	Karl Beese, Commissioning Manager, Adults Public Health, John Freeman, Commissioning Manager, Complex Care & Prevention, Emma Haley, Area Manager, Aquarius, and Colette Lloyd, Service Manager, Aquarius



Date & Time	Items	Officers / Attendees
	Youth Service	Ilgun Yusuf, Acting AD, Skills and Employability and, Soulla Yiasouma, Joint Head of Youth Service
	SEND	Sue Harrison, Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion, Sabiha Aziz, Chair, Parent Carer Forum, Pam Armstrong, Parent Carer Forum, and Jo Green, Parent Carer Forum
12 January 2022 at 10am in the BMI Deadline for Send Out: 30 December 2021	Birmingham Safeguarding Children's Partnership Annual Update to include: FGM	Penny Thompson, Independent Chair, BSCP and Simon Cross, Business Manager
	SEND	Sue Harrison, Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion
	School Attainment and School Attendance TBC	Lisa Fraser, AD, Education and Early Years
	Integrated Transport Unit (ITU) TBC	Deborah Brooks, Transformation Director, Commissioning, Education and Skills, and Sonia Davidson-Grant, Programme Manager, Education & Skills
16 February 2021 at 10am in the BMI Deadline for Send Out: 7 February 2022	SEND	Sue Harrison, Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion
30 March 2022 at 10am in the BMI Deadline for Send Out: 21 March 2022	SEND	Sue Harrison, Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion



Date & Time	Items	Officers / Attendees
6 April 2022 at 10am in the BMI Deadline for Send Out: 28 March 2022	SEND	Sue Harrison, Director, Education & Skills and Pauline Maddison, Interim AD, SEND and Inclusion

3 Items to be Programmed

- 3.1 The above bullet points are issues that were identified at the June 2021 meeting.
- 3.2 In addition to the above bullet points, Children's and Young People's health and wellbeing was identified. This is to be discussed with Co-ordinating Overview and Scrutiny Committee to ensure there is no duplication. However, the following could be joint piece of work with the Health and Adults Social Care O&S Committee regarding mental health due to the pandemic.
- The impact on children's and young people's mental health and how this is being supported.
 - To include an update on the development of the footprint as a response to the pandemic to provide support to children with mental health, emotional neglect, domestic abuse (early help hubs). Early Help: Nigel Harvey-Whitten, AD, Children's Services (Commissioning) & Richard Selwyn, Birmingham Children's Partnership have now left and the contact is Garath Symonds.
 - How children and young people and mainstream schools coped with the return to school and the resulting pressures (including missed education and anxiety regarding returning to school).
 - Forward Thinking Birmingham.
 - An update on Preparation for Adulthood which should include data that allows for comparison, tracking and monitoring (attended 20 January 2021).
 - Youth Justice.
- 3.3 Young People and Mental Health has been discussed previously by the former Learning, Culture and Physical Activity O&S Committee:

5 Sep 2018	<p>Forward Thinking Birmingham</p> <p>Erin Docherty Senior Nurse Lead, Forward Thinking Birmingham, Birmingham Women's and Children's NHS Foundation Trust</p> <p>The Birmingham School Health Advisory Service (BSHAS)</p> <p>Joanne Thurston, Chief Operating Officer and Karen Hansford, Head of Universal Children's Services 5-19, Birmingham Community Healthcare NHS Foundation Trust.</p>
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14 Nov 2018	Educational Psychology Service Birmingham Amanda Daniels, Principal Educational Psychologist. Visit to Pause, Digbeth Karen Woodfield, Area Manager, Pause, Forward Thinking Birmingham & Sandwell Beam and Leroy McConnell, Mental Health, Youth Work/Participation Lead, The Children's Society.
6 Feb 2019	Anna Robinson, Birmingham Education Partnership (BEP) Mental Health/Emotional Wellbeing Lead and Sarah Finch, Assistant Head, Colmers Secondary School and Sixth Form.

3.4 Councillor Alex Yip to send a draft TOR for Hunters Hill College.

4 Other Meetings

- Call in Meetings: None scheduled
- Petitions: None scheduled
- Petitions: None scheduled
- Councillor Call for Action Requests: None scheduled

5 Report to City Council / Pieces of Work

5.1 The Committee's Home to School Transport report was debated at City Council on 15th September 2020 and the following motion was agreed:

That the Executive provide an assessment of progress against the outcomes set out above, and the key areas listed in Section 7 in this report, to the Education & Children's Social Care Overview & Scrutiny Committee in March 2021.

That the Chief Executive at Birmingham City Council:

- a) Take steps to ensure that immediate changes will be made to the most pressing issues within the Travel Assist service, including [but not limited to] safeguarding of children, cancelled routes, guide changes, bus lateness, and telephone lines going unanswered;
- b) Commission an external and independent inquiry into the Full Travel Assist Service that fully addresses the concerns laid out by Parents, Carers, Schools and other users of the service as listed in section 7 and listed in paragraph number a.) above, by providing clear recommendations, lines of accountability together with an open and transparent timetable for sustainable improvement;



- c) Commission an external and independent investigation into the assurances that have been given to Members about the safety of the service and the status of improvements at meetings of Overview and Scrutiny, City Council and Audit Committee since January 2020

The investigations referred to in paragraphs b) & c) will report by 1 November 2020.

6 Forward Plan for Cabinet Decisions

- 6.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Education and Children's Social Care O&S Committee's remit.

ID Number	Title	Proposed Date	Date of Decision
008943/2021	Birmingham Youth Justice Strategic Plan 2021/22	7 Sep 21	7 Sep 21
009043/2021	Proposed In-Year Variation to Admission Arrangements for Community and Voluntary Controlled Schools and the Co-Ordinated Scheme 2021/22 and 2022/23 and Approach to Fair Access Protocol	27 Jul 21	27 Jul 21
009054/2021	Skilts School conversion from Community School to Academy Status	27 Jul 21	27 Jul 21
009301/2021	Education and Skills Transformation Programme Including SEND Improvement and Home to School Transport	12 Oct 21	12 Oct 21
009530/2021	Birmingham Children's Trust Accommodation	14 Dec 21	



Health & Social Care O&S Committee: Work Programme 2021/22

Chair:	Cllr Mick Brown
Deputy Chair:	Cllr Safia Akhtar
Committee Members:	Debbie Clancy, Peter Fowler, Mohammed Idrees, Ziaul Islam, Rob Pocock and Paul Tilsley
Officer Support:	Scrutiny Officer: Gail Sadler (303 1901) / Emma Williamson (464 6870) Committee Manager: Errol Wilson (675 0955)

1 Meeting Schedule

Date	Agenda Item	Officer Contact / Attendees
15th June 2021 1000 hours Committee Room Via Microsoft Teams Report Deadline: 3 rd June	Work Programming Session	John Williams, Adult Social Care; Bal Kaur, Adult Social Care; Simon Furze/Adib Qassim, Citizen Involvement Team; Dr Justin Varney/Dr Marion Gibbon, Public Health; Maria Gavin, Adult Social Care; Andy Cave, Healthwatch.
Friday 23rd July 2021 1000 hours BMI Main Hall Report Deadline: 15th July	Appointment of Deputy Chair and membership of JHOSCs Public Health Update Update on the Reopening of Day Centres Q4 Adult Social Care Performance Monitoring Healthwatch Birmingham Annual Report	Julia Duke-Macrae, Consultant in Public Health John Williams, Assistant Director, Adult Social Care Maria Gavin, Assistant Director, Adult Social Care Andy Cave, CEO, Healthwatch Birmingham.



Date	Agenda Item	Officer Contact / Attendees
21st September 2021 1000 hours BMI Main Hall Report Deadline: 9 th September	Period Poverty and Raising Period Awareness - Tracking Report Adult Social Care Performance Monitoring Q1 Citizen Involvement Session: Delayed Transfers of Care/Early Intervention Programme	Dr Marion Gibbon, Assistant Director, Public Health. John Williams, Assistant Director, Adult Social Care Amanda Jones, Head of Service, (Operations & Partnerships); Andrew Marsh, Head of Service (Early Intervention); June Marshall, Citizen Involvement Manager.
19th October 2021 1000 hours BMI Main Hall Report Deadline: 7 th October	Forward Thinking Birmingham Infant Mortality – Tracking Report Flu Vaccination Uptake and Covid Booster Vaccination Update Access to Primary Care	Elaine Kirwan, Deputy Chief Nurse, Mental Health Services/FTB Councillor Paulette Hamilton, Cabinet Member for Health and Social Care / Dr Marion Gibbon, AD Public Health. Paul Sherriff / Lisa Maxfield, BSol CCG. Paul Sherriff / Lisa Maxfield / Michelle Williams, BSol CCG
16th November 2021 1000 hours BMI Main Hall Report Deadline: 4 th November	Cabinet Member for Health and Social Care – Adult Social Care Update Birmingham Substance Misuse Recovery System (CGL) Citizen Involvement Session: Direct Payments	Councillor Paulette Hamilton, Cabinet Member for Health and Social Care; Professor Graeme Betts Karl Beese, Commissioning Manager, Adult Public Health Services, Mary Orhewere, Partnerships Insights & Prevention. John Williams, Assistant Director, Adult Social Care; June Marshall, Citizen Involvement Manager.



Date	Agenda Item	Officer Contact / Attendees
<p>21st December 2021 1000 hours BMI Main Hall</p> <p>Report Deadline: 9th December</p>	<p>Boots Walk-In Centre</p> <p>Integrated Care System Update:</p> <ul style="list-style-type: none"> • 'Place' • West Birmingham <p>Birmingham Safeguarding Adults Board Annual Report</p> <p>Adult Social Care Performance Monitoring Q2</p>	<p>Dr Richard Mendelsohn, Chief Medical Officer, BSol CCG; Helen Kelly, Director of Acute and Community Integration, BSol CCG.</p> <p>Professor Graeme Betts, Corporate Director for Adult Social Care</p> <p>Cherry Dale, Independent Chair of the Birmingham Safeguarding Adults Board</p> <p>Maria Gavin, Assistant Director, Adult Social Care.</p>
<p>25th January 2022 1000 hours BMI Main Hall</p> <p>Report Deadline: 6th January</p>	<p>Health and Wellbeing Board Update</p> <p>Health Inequalities in Birmingham:-</p> <ul style="list-style-type: none"> • Creating a City without Inequality Forum: Health Inequalities Draft Action Plan • Healthwatch Birmingham <p>Update on the evaluation of Preparation for Adulthood</p>	<p>Dr Justin Varney, Director of Public Health</p> <p>Councillor John Cotton, Cabinet Member for Social Inclusion, Community Safety & Equalities</p> <p>Andy Cave, CEO, Healthwatch Birmingham</p> <p>Gary Kerridge, Research Fellow, University of Warwick; Caroline Nevan, Head of Preparation for Adulthood; Representation from a service user.</p>
<p>15th February 2022 1000 hours BMI Main Hall</p> <p>Report Deadline: 3rd February</p>	<p>Birmingham Sexual Health Services – Umbrella (UHB)</p> <p>Period Poverty and Raising Period Awareness – Tracking Report</p> <p>Neighbourhood Network Scheme</p>	<p>Karl Beese, Commissioning Manager, Adult Public Health Services, Dr Marion Gibbon, AD, Public Health.</p> <p>Dr Marion Gibbon / Jo Bradley, Public Health</p> <p>Louise Collett, AD Commissioning, Adult Social Care; Kalvinder Kohli, Service Lead, CCoE, Adult Social Care.</p>



Date	Agenda Item	Officer Contact / Attendees
29th March 2022 1 000 hours BMI Main Hall Report Deadline: 17 th March	Cabinet Member for Health and Social Care - Public Health Update. Adult Social Care Performance Monitoring Q4	Councillor Paulette Hamilton, Cabinet Member for Health & Social Care; Dr Justin Varney, Director of Public Health. Maria Gavin, Assistant Director, Adult Social Care.
19th April 2022 1 000 hours BMI Main Hall Report Deadline: 7 th April		

2 Work to be programmed/Further work areas of interest

2.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Weight Management – Dr Justin Varney
- Triple Zero Strategy – Outcome of Consultation – Dr Justin Varney
- Annual Review of the Adult Social Care Vision & Delivery Plan 2020-2024
- Redesigning support around out of hospital pathways – Bal Kaur
- BLACHIR Project - Black African and Caribbean Health Inequalities – Dr Justin Varney
- Health and Wellbeing Strategy – Dr Justin Varney
- Statistical Update on the Life Expectancy Data for the City – Dr Justin Varney
- Restoration and Recovery of Services – Managing Patient Waiting Lists – Andy Cave, Healthwatch Birmingham
- Access to NHS Dentistry – Andy Cave, Healthwatch Birmingham
- Feedback from Care Homes – Andy Cave, Healthwatch Birmingham
- Shared Lives – John Williams, AD, Adult Social Care.
- Mental Health and Wellbeing
 - Update on the Mental Health and Wellbeing of the Population Post-Covid – Dr Justin Varney
 - Access to Mental Health Services – Andy Cave, Healthwatch Birmingham.



3 Chair & Committee Visits

Date	Organisation	Contact

4 Inquiry

Title:	
Lead Member:	
Inquiry Members:	
Evidence Gathering:	
Drafting of Report:	
Report to Council:	

5 Councillor Call for Action requests

6 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Health and Social Care O&S Committee's remit. **Please note this is correct at the time of publication.**

Reference	Title	Portfolio	Proposed Date of Decision
005730/2018	Sport and Leisure Transformation – Wellbeing Service	Health and Social Care	12 Oct 21
009346/2021	Contract Extension Request for the Commissioning of Birmingham Carers Hub	Health and Social Care	12 Oct 21



7 Joint Birmingham & Sandwell Scrutiny Committee Work

Members	Cllrs Safia Akhtar, Mick Brown, Debbie Clancy, Ziaul Islam, Paul Tilsley.	
Meeting Date	Key Topics	Contacts
4 th November 2021 @ 2.00pm Sandwell	<p>JHOSC Terms of Reference</p> <p>Black Country Chronic Kidney Disease and Birmingham Fastrack</p> <p>Primary Care Networks in Sandwell and West Birmingham Update</p> <p>Status Report on Waiting Times for Elective Treatment</p>	<p>Kieran Caldwell, West Midlands Commissioning Unit, NHS England</p> <p>Carla Evans, Head of Primary Care, SWBCCG</p> <p>Richard Beeken, Interim Chief Executive, Sandwell and West Birmingham Hospitals NHS Trust.</p>
February 2021 @ 2.00pm Birmingham	<p>Midland Metropolitan University Hospital Update</p> <p>Provider Trust Collaboration Update</p>	<p>Richard Beeken, Interim Chief Executive, Sandwell and West Birmingham Hospitals NHS Trust.</p> <p>Richard Beeken, Interim Chief Executive, Sandwell and West Birmingham Hospitals NHS Trust.</p>
April 2022 @ 2.00pm Sandwell		



8 Joint Birmingham & Solihull Scrutiny Committee Work

Members	Cllrs Mick Brown, Peter Fowler, Deborah Harries, Mohammed Idrees and Rob Pocock.	
Meeting Date	Key Topics	Contacts
10 th June 2021 2.00pm Birmingham Via Microsoft Teams Report Deadline: 2 nd June 2021	<ul style="list-style-type: none"> JHOSC Terms of Reference UHB NHS Trust's Performance during the Covid-19 Pandemic and Recovery of Services. Birmingham and Solihull System Operational Planning 2021/22 Birmingham and Solihull ICS Financial Planning 21/22 Post-COVID Syndrome ('Long COVID') Rehabilitation Goodrest Croft Surgery Closure 	<p>Jonathan Brotherton, Chief Operating Officer, UHB</p> <p>Harvir Lawrence; Lesa Kingham.</p> <p>Paul Athey, Chief Finance Officer, BSol CCG; David Melbourne, System Finance Lead</p> <p>Claire Underwood; Joanne Williams.</p> <p>Paul Sherriff; Michelle Williams.</p>
29 th September 2021 @ 6.00pm Solihull	<ul style="list-style-type: none"> NHS 111 First Update Birmingham and Solihull ICS Financial Planning 21/22 Update Access to Primary Care Update on Post-COVID Syndrome ('Long COVID') Rehabilitation 	<p>Helen Kelly, Associate Director of Integration (Urgent Care/Community), BSol CCG</p> <p>Paul Athey, Chief Finance Officer, BSol CCG; David Melbourne, System Finance Lead</p> <p>Paul Sherriff, BSol CCG; Andy Cave, CEO, Healthwatch Birmingham and Healthwatch Solihull.</p> <p>Jo Williams, CEO, The Royal Orthopaedic Hospital.</p>



<p>2nd December 2021 @ 2.00pm Birmingham</p> <p>Report Deadline: 17th November</p>	<ul style="list-style-type: none"> • UHB NHS Foundation Trust – Staff Mental Health and Wellbeing Data • Birmingham and Solihull ICS Financial and Planning Update, and Multi Year System Recovery Plan • ICS Update and the Role of Scrutiny 	<p>Lisa Stalley-Green, Chief Nurse, UHB.</p> <p>Paul Athey, ICS Finance Lead</p> <p>David Melbourne, Interim Designate Chief Executive</p>
<p>10th March 2022 @ 4.00pm Solihull</p>	<ul style="list-style-type: none"> • Update on Post-COVID Syndrome ('Long COVID') Rehabilitation • Phase 2, Musculoskeletal Redesign Programme 	<p>Ben Richards, Chief Operating Officer, Birmingham Community Healthcare NHS Foundation Trust.</p> <p>Marie Peplow, Chief Operating Officer, The Royal Orthopaedic Hospital.</p>



Housing and Neighbourhoods O&S Committee: Work Programme 2021/22

Chair:

Deputy Chair: Councillor Marje Bridle

Committee Members: Councillors Deirdre Alden, Roger Harmer, Mahmood Hussain, Mary Locke, Mike Sharpe and Ken Wood

Officer Support: Scrutiny Team: Christian Scade (303 1731) and Jayne Bowles (303 4810)
Committee Manager: Mandeep Marwaha (303 5950)

1 Terms of Reference

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning housing; waste management; neighbourhood management; parks and allotments; localisation; bereavement services and community safety.

This Committee shall be the Crime and Disorder Committee (Police and Justice Act 2006).

2 Meeting Schedule

Date	Item	Officer Contact / Attendees
17 June 2021 1400 hours Deadline for reports: 8 June	Localisation Update	Chris Jordan, AD, Neighbourhoods/Karen Cheney, Head of Service, Neighbourhood Development and Support Unit
	Work Programme Discussion	Emma Williamson/Jayne Bowles, Scrutiny Office
8 July 2021 1400 hours Deadline for reports: 29 June	Performance Monitoring	Mira Gola, Head of Business Improvement and Support
	Progress Report on Implementation: Reducing Fly-tipping Street Litter Bins	Jon Lawton, Cabinet Support Officer/Darren Share, AD, Street Scene



23 September 2021 1400 hours Deadline for reports: 14 September	Cabinet Member for Homes and Neighbourhoods	Marcia Wynter, Cabinet Support Officer
	Localisation Update	Chris Jordan, AD, Neighbourhoods/Karen Cheney, Head of Service, Neighbourhood Development and Support Unit
14 October 2021 1400 hours Deadline for reports: 5 October	Housing Repairs and Capital Investment Voids (process and turnaround times) Tenant Engagement Review	Julie Griffin, Managing Director of City Housing/John Jamieson, AD of City Housing Management/Louise Fletcher, Senior Service Manager
	Performance Monitoring	Mira Gola, Head of Business Improvement and Support
11 November 2021 1400 hours Deadline for reports: 2 November	Annual Report of the Birmingham Community Safety Partnership (to include update on PSPOs)	Marcia Wynter, Cabinet Support Officer/Waqar Ahmed, AD, Community Safety and Resilience
	Begging (numbers, causes and effects)	Marcia Wynter, Cabinet Support Officer/Waqar Ahmed, AD, Community Safety and Resilience
	Progress Report on Implementation: Reducing Fly-tipping	Jon Lawton, Cabinet Support Officer/Darren Share, AD, Street Scene
16 December 2021 1400 hours Deadline for reports: 7 December	Localisation Update	Chris Jordan, AD, Neighbourhoods/Karen Cheney, Head of Service, Neighbourhood Development and Support Unit/Marcia Wynter, Cabinet Support Officer
	Bereavement Services	Paul Lankester, AD, Regulation and Enforcement
	Resourcing of the PRS Team (Recruitment and Apprenticeship Scheme) <i>TBC</i>	Paul Lankester, AD, Regulation and Enforcement



27 January 2022 1400 hours Deadline for reports: 18 January	Tenant Engagement Review – outcomes and recommendations	John Jamieson, Acting AD, Housing Management/Louise Fletcher, Senior Service Manager, Tenant Engagement
	Performance Monitoring	Mira Gola, Head of Business Improvement and Support, City Housing/Jonathan Antill, Head of Business Improvement and Support, City Operations
17 February 2022 1400 hours Deadline for reports: 8 February	Progress Report on Implementation: Reducing Fly-tipping	Jon Lawton, Cabinet Support Officer/Darren Share, AD, Street Scene
10 March 2022 1400 hours Deadline for reports: 1 March	Localisation Update	Chris Jordan, AD, Neighbourhoods/Karen Cheney, Head of Service, Neighbourhood Development and Support Unit
14 April 2022 1400 hours Deadline for reports: 5 April	Performance Monitoring	Mira Gola, Head of Business Improvement and Support, City Housing/Jonathan Antill, Head of Business Improvement and Support, City Operations

3 Items to be programmed

- 3.1 Voids – further work and proposal for visits to RSLs
- 3.2 Tenant Engagement Review – quarterly updates on progress against action plan when developed
- 3.3 CCTV Policy
- 3.4 Housing Options Update
- 3.5 Update on Tower Blocks

4 Outstanding Tracking

Inquiry	Outstanding Recommendations
Reducing Fly-tipping	R01, R03 and R05 (Regular updates to be scheduled on progress with activity in relation to all of the recommendations)



5 Other Meetings

Inquiry: Developing a Litter Bins Policy

23 September: Informal scoping session

Call in Meetings

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

It is suggested that the Committee approves Thursday at 2.00pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

6 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Housing and Neighbourhoods O&S Committee's remit.

Cabinet Member for Homes and Neighbourhoods		
008858/2021	Working with the Private Sector to Deliver Housing Growth	09 Nov 21
009232/2021	Update on Fire Safety in High Rise Buildings 2021 – Council Stock	14 Dec 21
008915/2021	Druids Heath Regeneration	14 Dec 21
009245/2021	Building New Homes at Langley	14 Dec 21
009213/2021	BMHT Dawberry Fields Road, Passivhaus Development	18 Jan 22
009489/2022	Pool Farm/Shannon Road Contract Award and Revised FBC	18 Jan 22
009258/2021	Private Sector Housing Strategy	08 Feb 22
008759/2021	Working in Partnership with the Alderson Trust	22 Mar 22



008859/2021	Building Birmingham – Long Nuke Road Development	22 Mar 22
009088/2021	Using Off-site Manufacture to Accelerate Housing Delivery	22 Mar 22
Cabinet Member for Street Scene and Parks		
007349/2020	Waste Vehicle Replacement Programme	14 Dec 21
Deputy Leader		
009499/2021	City Centre CCTV	14 Dec 21
Leader		
009281/2021	Adoption of Perry Barr 2040: A Vision for Legacy Masterplan and endorsement of the Perry Barr 2040 Delivery Plan	14 Dec 21



Resources O&S Committee: Work Programme 2021/22

Chair	Councillor Mohammed Aikhlaq
Deputy Chair	Councillor Barbara Dring
Committee Members:	Councillors David Barrie, Meirion Jenkins, Majid Mahmood, Shafique Shah, Paul Tilsley and Lisa Trickett
Committee Support:	Scrutiny Team: Christian Scade (303 1731) and Jayne Bowles (303 4810) Committee Manager: Sofia Mirza (675 0216)

1 Terms of Reference

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning finance (including strategic finance, budget setting and financial monitoring); revenues and benefits; treasury management; council land use and property assets; human resources; contracting, commissioning and commercialisation.

2 Meeting Schedule

Date	Item	Officer contact
24 June 2021 1400 hours Informal Online Meeting Deadline for reports: 15 June 2021	Financial Outturn 2020/21	Rebecca Hellard, Interim Director of Council Management
	Implementation of the Council's Finance and HR Enterprise Resource Planning (ERP) System	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
	CityServe Update	Alison Jarrett, AD, Development and Commercial
22 July 2021 1400 hours Deadline for reports: 13 July 2021	Financial Monitoring 2021/22 - Quarter 1 / Month 3	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
	New Ways of Working	Peter Bishop, Director of Digital and Customer Services/Robin Burton, Programme Manager – New Ways of Working



9 September 2021 1400 hours Informal Online Meeting Deadline for reports: 31 August 2021	Financial Monitoring 2021/22 – Month 4	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
7 October 2021 1400 hours Deadline for reports: 28 September 2021	Financial Monitoring 2021/22 – Month 5	Rebecca Hellard, Interim Director of Council Management
	HR Update: <ul style="list-style-type: none"> • People Services Transformation Programme • Update on Interims & Consultants 	Tim Normanton, Acting AD, HR
25 November 2021 1400 hours Deadline for reports: 16 November 2021	Financial Monitoring 2021/22 – Quarter 2/Month 6	Rebecca Hellard, Director of Council Management
	Medium Term Financial Plan Refresh	Rebecca Hellard, Director of Council Management
	ERP Update	James Couper, ERP Programme Director
20 January 2022 1400 hours Deadline for reports: 11 January 2022	Financial Monitoring 2021/22 – Month 8	Rebecca Hellard, Director of Council Management
	Commonwealth Games Finance Update (to include partner contributions)	Rebecca Hellard, Director of Council Management
	ERP Update	James Couper, ERP Programme Director
10 February 2022 1400 hours Deadline for reports: 1 February 2022	Financial Monitoring 2021/22 – Quarter 3/Month 9	Rebecca Hellard, Director of Council Management
24 March 2022 1400 hours Deadline for reports: 15 March 2022	Financial Monitoring 2021/22 – Month 10	Rebecca Hellard, Director of Council Management
	ERP Update	James Couper, ERP Programme Director
28 April 2022 1400 hours Deadline for reports: 19 April 2022		



3 Items to be programmed

- 3.1 Planned Procurement Activities Reports – standing item
- 3.2 Long Term Debt Strategy
- 3.3 Invest to Save initiatives

4 Other Meetings

Task & Finish: Commercial Governance

9 September 2021	Informal Session
18 November 2021	Informal Session

Call-in

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

5 Forward Plan for Cabinet Decisions

009031/2022	Draft Financial Plan 2022-2026	08 Feb 22
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Leader		
008971/2021	Sale of 1 Lancaster Circus, City Centre	14 Dec 21
009239/2021	Disposal of Murdoch and Pitman, 153-161 Corporation St, Birmingham	18 Jan 22
009030/2022	Business Rates Income 2022/23	18 Jan 22
007538/2020	Disposal of Surplus Properties	18 Jan 22
007884/2020	Proposed Compulsory Purchase Order – Digbeth & Allison Street, Birmingham for the Beorma Quarter Development	18 Jan 22
009035/2022	Financial Monitoring Report Quarter 3 2021/22	08 Feb 22
009552/2022	Proposed Compulsory Purchase Order – Princip Street Development	08 Feb 22
008303/2021	Asset Review – Multi-storey car park, Brunel Street, Birmingham	22 Mar 22

**Cabinet Member for Finance and Resources**

008907/2021	Gas and Power Procurement Strategy	14 Dec 21
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Cabinet Member for Street Scene and Parks

007349/2020	Waste Vehicle Replacement Programme	14 Dec 21
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Cabinet Member for Transport and Environment

009037/2021	Highway Maintenance and Management PFI Contract	14 Dec 21
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