

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY, 08 DECEMBER 2015 AT 14:00 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chairman to advise the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs. The whole of the meeting will be filmed except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 - 14

3 MINUTES - 21 AND 27 OCTOBER 2015 - PUBLIC

To note the public part of the Minutes of the last meeting.

15 - 30

4 DEPUTY LEADER

To receive an update.

31 - 36

5 WORK PROGRAMME FOR 2015-16

For discussion.

6 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).

7 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

8 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman 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'.

9 **EXCLUSION OF THE PUBLIC**

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Minutes - Exempt Paragraph 3

P R I V A T E A G E N D A

10 **MINUTES - 21 AND 27 OCTOBER 2015 - PRIVATE**

Item Description

11 **OTHER URGENT BUSINESS (EXEMPT INFORMATION)**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE 21 AND 27 OCTOBER 2015

**MINUTES OF A MEETING OF THE CORPORATE RESOURCES OVERVIEW
AND SCRUTINY COMMITTEE HELD ON WEDNESDAY, 21 OCTOBER 2015
AT 1300 HOURS IN COMMITTEE ROOM 2, AND TUESDAY,
27 OCTOBER 2015 AT 1400 HOURS IN COMMITTEE ROOM 6,
COUNCIL HOUSE, BIRMINGHAM**

PRESENT:-

Councillor Zaffar in the Chair;

Councillors Brew, Bridle, Chatfield, Gregson, Hunt, Lal, Mosquito, Sambrook and Wood.

ALSO PRESENT

Councillor I Ward – Deputy Leader

Ms K Cook – Interim Head of Organisation Development

Mr J Evans – Interim Head of Human Resources

Mr C Gibbs – Service Director, Customer Services

Mr M O'Neill – Head of Benefits

Ms J Power – Scrutiny Officer

Mr J Warlow – Director of Finance

Miss V Williams – Committee Manager

Miss E Williamson – Head of Scrutiny Services

NOTICE OF RECORDING/WEBCAST – 21 OCTOBER 2015

- 24 The Chairman advised, and the Committee noted, that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and members of the press/public could record and take photographs. The whole of the meeting would be filmed except where there were confidential or exempt items.

APOLOGIES – 21 OCTOBER 2015

- 25 Apologies were submitted on behalf of Councillors C Khan and Kooner.
-

MINUTES

The Chairman, in referring to the comments regarding the Leader's policy statement, suggested and it was agreed that page 10, paragraph 10 be amended to read 'There had been no discussion relating to the issue of moving from a weekly collection to a fortnightly connection in the future. The use of wheelie bins meant that they were collecting more in terms of materials' (minute no 16 refers).

- 26 With the above amendment, the Minutes of the last meeting held on 8 September 2015, having been previously circulated, were confirmed and signed by the Chairman.
-

DEPUTY LEADER

A. Update on HR

The following report of the Interim Head of Organisation Development and the Interim Head of Human Resources entitled 'HR and OD Update' was submitted:-

(See document No 1)

Councillor I Ward, Deputy Leader, Kathryn Cook, Interim Head of Organisation Development, and Jonathan Evans, Interim Head of Human Resources, attended the meeting and, in response to questions, the following were amongst the points made:-

1. There was an eligibility criterion that had to be followed for courses provided by the Local Government Association. However, the importance of Members' development and the opportunity to attend all appropriate courses was recognised.
2. Kathryn Cook undertook to circulate to Members information regarding the new values and behaviours.
3. Sickness absence was high and measures had been put in place to try to improve the situation. Compliance rates of return to work interviews had improved.
4. It was important to increase capability and capacity of staff. Performance management of staff was a key element of the Council's culture change programme.
5. It was important for Members to identify and understand the new cultures and values and it was disappointing to hear that some Members had found the training to be ineffective.

6. Openness, transparency and honesty were imperative. Members and officers should be held to account and behave in accordance with the new cultures and values.
7. A training analysis was circulated to Members in advance of running the training courses in order to try to ascertain Councillors' needs. However, feedback had been poor.
8. The need to monitor and scrutinise the implementation of the new cultures and behaviours was noted.
9. With regard to diversity, gender and culture it was important to work with other organisations to face changes. It was recognised that the Council did not mirror Birmingham's diversity and the age profile of the organisation needed to change.
10. Jonathan Evans referred to quarterly reports regarding diversity and undertook to provide Members with further information. He noted the suggestion that diversity and work experience figures be included in the 'dashboard' workforce report in the future.
11. Kathryn Cook advised that as changes to the future council became clearer it would be necessary to identify requirements to make the Council fit for purpose. She offered to provide an update to a future meeting.
12. In recent years, many staff had left the Council. However, it was important not to allow the wrong people to leave. Jonathan Evans offered to provide further information regarding the number of staff who had accepted voluntary redundancy or resigned.
13. Career pathways for young people were important.
14. The importance of a mission statement outlining core values was recognised.
15. It was imperative that managers understood the policies and had the confidence to carry them out.
16. A number of workshops were due to be held in the New Year to assist Members in having a clearer understanding of their role in the future.
17. It was agreed to hold a private briefing for Members of the Committee to update them on the findings of the recent staff survey.

The Chairman thanked Kathryn Cook and Jonathan Evans for attending the meeting.

B. Finance Reporting

The following report of the Chief Executive, Director of Economy and the Director of Finance considered by Cabinet at its meeting on 20 October 2015 entitled 'Corporate Revenue Budget Monitoring 2015/16 Month 5 (Up to 31 August 2015)' was submitted:-

(See document No 2)

Councillor I Ward, Deputy Leader, and Jon Warlow, Director of Finance, attended the meeting and, in response to questions, the following were amongst the points made:-

1. The need to engage in a meaningful conversation regarding the budget was recognised and a number of consultations with the Committee in the future were proposed.
2. A plan was being brought forward to deal with pressures on former district services.
3. Page 9, section 2 of the report set out details of the current position regarding Shelforce. Orders were now on track and it was hoped that Shelforce would be removed from the monitoring report in the near future.
4. Page 7, section 2 of the report outlined the pressures regarding the refuse collection service. However, any structural issues would not be dealt with by putting more money into the service.
5. The Star Chamber had been effective in ensuring that numbers were driven in the right direction and was an important part of the financial reporting process.
6. Former library service staff were currently investigating the possibility of setting up a co-operative. The Chartered Institute of Public Finance and Accountancy (CIPFA) had offered to work with the Council regarding the future of libraries. Members agreed to get involved 'cross party' with CIPFA and the libraries. Councillor I Ward undertook to circulate information on the cost of providing self service facilities in Soho Library.
7. The Chairman advised that City Council at its meeting on 14 April 2015 had passed a resolution to establish a cross party group to start work on a coherent, comprehensive, cross party document of proof for Birmingham to have a fair funding settlement aiming to increase funding from the Government elected on 7 May (of whatever Party), going forward.

At this point Jon Warlow tabled a letter sent from Birmingham City Council, on a cross party basis, to local authorities throughout England seeking support for the proposal:-

(See document No 3)

The Committee supported the action taken.

Jon Warlow undertook to provide Members with details of responses received.

8. Budget pressures were at a similar level to previous years at month 5. However, it was becoming more difficult to make savings.
9. Staff received regular updates and meetings had been held to enable them to have an opportunity to express their views and have an input into issues such as the future council and budget.
10. It was hoped that the establishment of Sutton Coldfield Parish Council would benefit the local community and, if successful, the Council would look at how parish councils might be introduced in other areas of the City.
11. Page 10, section 2 - paragraph 2.4 of the report explained the current position regarding the Housing Revenue Account (HRA). The government had recently announced new proposals regarding the HRA.
12. The auction of 212 Winson Green Road, a former community centre, was scheduled to take place on 22 October 2015. Anyone who had used the premises in the past would have until 6 November 2015 to retrieve their items/belongings from the building. Councillor I Ward assured the Committee that the correct procedure had been followed regarding the disposal of the premises.

The Chairman thanked Councillor I Ward and Jon Warlow for attending the meeting.

27

RESOLVED:-

- (i) That the HR and OD update report be noted;
 - (ii) that the corporate revenue budget monitoring 2015/16 month 5 (up to 31 August 2015) report be noted;
 - (iii) that the letter regarding fairer funding for local authorities be noted.
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THE BIRMINGHAM COUNCIL TAX SUPPORT SCHEME REVIEW 2015

The following report was submitted:-

(See document No 4)

Chris Gibbs, Service Director, Customer Services, and Martin O'Neill, Head of Benefits, introduced the report and, in response to questions, the following were amongst the points made:-

1. A brief explanation was given of the discretionary hardship fund referred to in paragraph 3.2 of the report.
2. The 80% collection rate for Council Tax had already been met for the current year.
3. The Council received funding from the government to meet the cost of collecting Council Tax. Chris Gibbs undertook to provide Members with further information thereon.
4. Information regarding the support scheme was sent out with Council Tax bills.
5. Chris Gibbs undertook to circulate information to Members regarding the methods used and timeline for retrieving Council Tax, including the utilisation of bailiffs.
6. At the request of the Chairman, Chris Gibbs undertook to provide all Councillors with information on the Money Advice Trust including the circulation of a letter from the Chief Executive of the Trust concerning the use of bailiffs in 2014/15.

Members congratulated Chris Gibbs, Martin O'Neill and the officers working in the Revenues and Benefits Team for their work.

The Chairman thanked Chris Gibbs and Martin O'Neill for attending the meeting.

28

RESOLVED:-

That the report be noted.

**CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2015-16**

The following work programme was submitted:-

(See document No 5)

The Chairman drew Members' attention to the forthcoming meetings and made particular reference to the proposed visit to the Contact Centre.

Emma Williamson, Head of Scrutiny Services, briefly explained the proposed itinerary for the visit to the Contact Centre at 1100 hours on 10 November 2015 and the inquiry session regarding the customer journey that was due to commence at 1400 hours on that day.

Chris Gibbs suggested that, in addition to listening to calls received at the Centre, Members might wish to spend some time with the Resolution Champions.

29 **RESOLVED:-**

That the work programme be noted.

MEETING ADJOURNMENT

At 1525 hours the Chairman proposed and it was:-

30 **RESOLVED:-**

That the Committee adjourn and reconvene on Tuesday, 27 October 2015 at 1400 hours in Committee Room 6, Council House, Victoria Square, Birmingham.

27 OCTOBER 2015

PRESENT:-

Councillor Zaffar in the Chair;

Councillors Brew, Bridle, Hunt, C Khan, Mosquito and Wood.

ALSO PRESENT

Councillor S Stacey – Cabinet Member for Commissioning, Contracting and Improvement

Mr H Brown – Head of Category

Mr N Kletz – Assistant Director, Procurement

Mr J Lawton – Cabinet Support Officer

Ms J Power – Scrutiny Officer

Miss V Williams – Committee Manager

Miss E Williamson – Head of Scrutiny Services

NOTICE OF RECORDING/WEBCAST – 27 OCTOBER 2015

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APOLOGIES – 27 OCTOBER 2015

- 32 Apologies were submitted on behalf of Councillors Chatfield, Gregson, Kooner, Lal and Sambrook.

CABINET MEMBER FOR COMMISSIONING, CONTRACTING AND IMPROVEMENT

A. Key Priorities

The following report was submitted:-

(See document No 6)

Councillor Stacey, Cabinet Member for Commissioning, Contracting and Improvement, Nigel Kletz, Assistant Director, Procurement, and Haydn Brown, Head of Category, attended the meeting and, in response to questions, the

following were amongst the points made:-

1. Councillor Stacey briefly explained the review of the Living Wage Policy and the implications of the Chancellor's proposals due to be implemented in April 2016.
2. The details of contracts, such as travel time costs, would be subject to negotiation with providers.
3. Councillor Stacey undertook to speak to the Place Managers regarding dealing with local contract negotiations and report back to a future meeting of the Committee.

Haydn Brown undertook to speak to Councillor Brew after the meeting regarding work that had been carried out in Northfield Ward.

4. The living wage should apply across the board regardless of the size or make up of the company or the background of the worker involved.
5. Nigel Kletz explained the purpose of the contract management toolkit and the audit methodology. It was important to identify and cover all risks.
6. The Birmingham Business Charter for Social Responsibility required contractors to sign up to provide job opportunities, including work experience. Performance KPIs were routinely measured and some contracts included a penalty payment for failure to deliver.
7. The current contract with Acivico would expire on 31 March 2017 and it was hoped that a new contract would be completed by March 2016. A substantial part of the contract had already been achieved and would run until 2019. Keeping staff at Acivico updated with the position regarding the contract was not within the remit of the Cabinet Member.

At this point Councillor Brew declared an interest as a board member of Acivico Limited.

8. Negotiations regarding the Citiserve contract were ongoing.
9. Open book reporting was not continuous but was investigated from time to time.
10. Any risks relating to the provision of Christmas trees would rest with the contractor.
11. Most contracts were for four years. Benchmarking of prices was done regularly and procurement was conducted competitively.

The Chairman thanked Haydn Brown and Nigel Kletz for attending the meeting.

B. Tracking: Council Commissioning and Third Sector Organisations

The following tracking report entitled 'progress report on implementation: council commissioning and third sector organisations' was submitted:-

(See document No 7)

Councillor Stacey, Cabinet Member for Commissioning, Contracting and Improvement, and Haydn Brown, Head of Category, introduced the report.

A brief discussion ensued regarding each recommendation.

The Committee agreed with the Cabinet Member's assessment in respect of all recommendations.

In referring to recommendation 2, Councillor Stacey circulated a document regarding the contracts finder 'Find it in Birmingham' and invited Members to submit comments/responses to him via e-mail within the next week.

In referring to recommendation 3, Councillor Stacey suggested that it might be useful to arrange a meeting between suppliers and beneficiaries to try to identify ways of achieving support to third sector organisations from contractors.

The Chairman thanked Nigel Kletz and Haydn Brown for attending the meeting and requested an update on all recommendations to the meeting scheduled to take place on 19 January 2016.

C. Zero Hours Contracts

The following report was submitted:-

(See document No 8)

The Chairman introduced the item.

Councillor Wood pointed out that organisations supplied goods to many different authorities throughout the country, not just Birmingham and considered that not all companies might be able to comply with the sub-group's recommendations regarding zero hours contracts.

33

RESOLVED:-

- (i) That the key priorities report be noted;
- (ii) that the progress report on implementation: council commissioning and third sector organisations be noted and an update on the recommendations be submitted to the meeting scheduled to take place on 19 January 2016;

- (iii) that the recommendations of the sub-group established to consider zero hours contracts as set out in the report now submitted be noted.
-

GOLDEN SQUARE

The following report was submitted:-

(See document No 9)

34 **RESOLVED:-**

That the report be noted.

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

- 35 The Chairman advised that there had been no requests for call in/councillor call for action/petitions received.
-

OTHER URGENT BUSINESS

The Chairman was of the opinion that the following item should be considered as a matter of urgency in view of the need to expedite consideration thereof and instruct officers to act:-

Update on the Staff Survey

- 36 Emma Williamson, Head of Scrutiny Services, advised that briefings for Members regarding the findings of the staff survey were due to be held later today at 1645 and 1800 hours in the Council Chamber.

Members requested that the results of the survey and any other information, such as powerpoint slides to be used at the briefings, be circulated to them.

AUTHORITY TO CHAIRMAN AND OFFICERS

37 **RESOLVED:-**

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

EXCLUSION OF THE PUBLIC

38

RESOLVED:-

That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-

Golden Square – Exempt Paragraph 3

Report for Overview and Scrutiny - Review of the Birmingham Promise

1. Background

The Birmingham Promise was introduced on 1st April 2015 as a means of setting out a clear set of service standards that are meaningful for the citizens of Birmingham.

Governance, Resources and Customer Services Overview & Scrutiny Committee reviewed an early draft of the Promise at a committee meeting in April 2014 and suggested some key principles for taking the Birmingham Promise forward, namely:

- That the emphasis should be on public facing services “the things that matter to people” and presented in a way that is meaningful to them;
- That there should be simple and transparent reporting mechanisms;
- That it would be useful to do some comparisons with other Local Authorities

A revised draft was then prepared by the Deputy Leader and officers from both Customer Services and the Service Areas. In addition, internet research was carried out to identify similar measures or service standards for the core cities and the West Midlands Local Authorities.

The findings from the meetings and research were discussed at the Governance, Resources and Customer Services Overview & Scrutiny Committee meeting in October 2014. Following that, assurances were sought from each service head that has responsibility for a promise that it was achievable. The final version of the Birmingham Promise was then prepared for approval. This involved having it re-written in plain English.

Corporate Communications took responsibility for preparing the final version that was distributed to frontline services and displayed on the website. This is included in Appendix 1. Posters were also designed and distributed for display in Neighbourhood Offices and Libraries. These posters featured individual elements of the Promise and sign-posted citizens to the website if they wanted to see the full version.

Quarterly updates on the promises have been included in the routine quarterly performance monitoring report to Cabinet. The most recent results are included in Appendix 2.

Since the Birmingham Promise was introduced two measures have had to be withdrawn as it proved difficult to report on them.

These being:

- a) Blue badge renewals
- b) Fleet & Waste missed collections

2. Review of the Birmingham Promise

It was always intended to review the Birmingham Promise after 12 months and then annually to ensure that it remains appropriate and meaningful. The 2015 review of the Birmingham Promise has involved the following:-

- Analysis of the number of views of the Birmingham Promise web page
- Discussion about the Birmingham Promise at the recent citizen panels run by Customer Services
- Service Areas and other stakeholders such as the Corporate Performance Management Team have been asked to provide their views

2.1 Web page statistics

In the seven months to October there were 490 page views of the web page that the Birmingham Promise is on – www.birmingham.gov.uk/birminghampromise and 416 unique visitors. The most page views in one month were in September and October when there were 121 page views each month. This indicates an extremely low level of interest given that the total number of visits per month to the website averages 771,000. The average time spent on the Birmingham Promise web page was 1 minute and 56 seconds.

2.2 Citizen Panels

Customer Services has run two citizen panels in the last month. The panel comprises a group of citizens who are interested in providing feedback about customer service issues. They have received our invitation to participate and volunteered to attend to provide their views.

The first question asked of each panel was “have you heard of the Birmingham Promise?” The overwhelming response was “no”, they have not heard of the Birmingham Promise. One of the 50 attendees advised that they might have heard something about it but were not sure.

The attendees were then asked whether they thought the Birmingham Promise was a good idea. Again the overwhelming response was negative. The views expressed were as follows:-

- That it is just a PR stunt.
- It's only of value if something happens as a result.
- It's more important to actually do something rather than talk about it.
- It's good that there is a Promise but citizens don't feel that they see the outcome enough as BCC is not living up to it.
- They wanted to know if it was measurable, tangible and auditable.
- If it has been around why haven't they seen the benefits of it.

- BCC needs to keep its promises.
- Actions speak louder than words.
- It's political and academic.
- They felt that over the years many promises have been made and then lost in the depth of time.
- They asked what the deterrent was to the department not to break their Promise.

2.3 Service Areas

When the individual promises were put in place, Service Areas were consulted and they agreed to the measures for their specific area. The Service Areas responsible for reporting on the measures in the Birmingham Promise have since been asked to provide their feedback on how it should be developed next year. The specific questions that they were asked to consider were:

- Would you like to change the “promise(s)” about your Service?
- If so, what would you change it to and why?
- Would you like to add any new measures/services to the Birmingham Promise?
- Have you received any feedback from your service users about the Birmingham Promise? What did your service users tell you?
- Do you think that the Birmingham Promise is a useful document/tool? Has it helped to improve service standards?
- Is there anything else that you would like Overview and Scrutiny to consider before determining the format of the Birmingham Promise next year?

When the targets were set Councillors were clear that they wanted the measures expressed in calendar days not working days as they felt that citizens would find this easier to understand and they wanted the target in all cases to be 100%. These decisions affect the views expressed below.

A specific concern was raised in regards to the Your Views measure as it would appear that there are two conflicting targets. The Council Plan target is that 90% of complaints should be responded to within 15 days whereas the Birmingham Promise expects 100% to be responded to within 20 calendar days. The intention was that the 20 calendar days would equate to 15 working days. Service Areas have commented that the expression “working days” is commonly used and well understood by the public. Having two different targets is confusing for the public and for staff. There is also a concern that having two targets for the same measure could result in misunderstanding and lack of clarity by citizens.

A RAG status of red in the Birmingham Promise reporting suggests service failure, however this does not put performance in the context of the volumes and levels of service achieved e.g. in the 1st quarter, 91.6% of routine housing repairs were completed within the required timescale, performance assessed as “red” under the Birmingham Promise. This equated to a total of 29,234 routine repairs completed out of a total of 31,919.

In some instances as the target is set at 100%, it does not reflect published targets and performance requirements as contained within existing contracts eg the repair to street light target. Although this is 100% in the Contract, wherever these targets are not achieved, there are financial deductions to incentivise performance improvement. There is therefore no further action we can legally take, other than to apply said deductions – these are the legal remedies to the ‘breach’ of these particular clauses. However, this is not reflected when reporting against a pass or fail system (red or green).

Similarly, responding to emergency repairs within 2 hours at 95.7% is within contractual target levels and therefore achieved but according to the Birmingham Promise is assessed as “red” ie not achieved. However, this contract also includes a sanction if performance isn’t achieved within the parameters of the contract.

Reporting on the Birmingham Promise has caused additional work for Council departments at a time when staffing levels are reducing and have added a layer of complexity to reporting.

Additions to the Birmingham Promise need to be aligned to the future Council work and it is better to wait for that to come to some conclusions before any Directorate adds or changes the promises. It would be good to link the Birmingham Promise to the City Council budget and business plan that is approved by Council in February / March. The financial plan will be clear on what we are going to stop doing, what we are keeping and what we can “promise” on service standards.

The Promise was generally seen as a good concept but it was felt that it needs more and constant communication with citizens to ensure that the message is being relayed effectively.

2.4 Corporate Performance Management Team

The Performance Management Team is responsible for collating results on a quarterly basis and reporting on the Birmingham Promise. The feedback from this team is given below.

It is unclear why the Birmingham Promise is needed when the Council Business Plan contains a comprehensive range of targets and measures. If contractual targets are less than 100% it is felt that it should be clearly stated as a promise on minimum standards ie a promise to uphold contractual targets. It is important to ensure that all, but, only key critical services are included.

There's a grey area between the Birmingham Promise and the Council Business Plan (CBP) measures. Given the affordability issues it might be more sensible to have a single set of key measures (i.e. a CBP set incorporating the most important minimum service levels).

The Birmingham Promise has inadvertently managed to turn some very high performance (and maybe even top performance) rates into bad news due to any performance less than 100% being classified as "red". This needs careful attention as the Council does not need additional bad news at this time.

A number of the measures were not well thought through or proven even though they were all signed off by officers and members. If it is decided to continue with the Promise in 2016/17, then it is recommended that they are all clearly defined and signed off (by the service and the Cabinet Member) using the Data Quality Assessment Form well in advance of them being submitted for approval by Cabinet. These forms provide no guarantees, but, have helped avoid the types of mistakes experienced in the current Birmingham Promise. This encourages owners to think about data sources, measure calculations, allowable exclusions, data quality etc. Perhaps services should be asked to provide results for a quarter before being accepted as Birmingham Promise measures. This would help avoid the pitfalls and would help assure that the 100% rate (or minimum service level) is achievable.

The Birmingham Promise measures need to be in the Appraisals of the responsible owners. Given that the Kerslake Improvement Panel has a focus on delivery and accountability then there should be an expectation that these do go into the appraisals of the appropriate heads of service. Otherwise, unless there are contractual sanctions, there are no consequences for delivery against the targets. Any conversion of existing measures using working days to calendar days must handle weekends and Bank Holidays in identical ways, as this has caused a number of issues with measures.

Some service promises, e.g. school admissions, are by nature seasonal so will not produce a result each month/quarter. Consideration therefore needs to be given to how they are reported to Cabinet, i.e. are they reported as upheld if none have been handled in the period?

3. Options for 2016/17

Having reviewed the feedback there are a number of options that could be considered for 2016/17 – continue with the Birmingham Promise in its current format; amend the Birmingham Promise; or terminate it. Overview and Scrutiny is requested to consider each of the options:-

3.1 Continue with the Birmingham Promise in its current format

It is not felt that this is a realistic option given some of the issues raised by Service Areas above whereby the Birmingham Promise is in conflict with existing contractual arrangements or potentially could result in fines for BCC. It is therefore recommended that this option is not pursued.

3.2 Amend the Birmingham Promise

If it is considered that the Birmingham Promise is a good concept then potential changes that could be made to it include:-

- Simplifying and reducing the measures so that they are easier to track and concentrate on.
- Focussing on those measures that are really important to citizens.
- Expressing targets in working days not calendar days.
- Where a contractual target already exists use this in the Promise rather than a new measure that has no contractual weight.
- Trial the measures for a quarter before they are included to ensure that they are achievable and that the calculations are robust.
- Having a comprehensive communications plan that publicises the Promise to citizens so that they are aware of it.
- Celebrate good achievement even if the 100% target is not being achieved.
- Focussing more on what we have done to improve performance in the format of “you said we did” rather than performance against targets which do not appear to resonate with citizens.
- Include the Birmingham Promise targets in the appraisals of Heads of Service where their services are featured in the Promise

3.3 Terminate the Birmingham Promise

The 2020 Future Council Vision that has recently been approved by Cabinet promotes the concept of “one vision, one set of priorities and one plan”. The Birmingham Promise would therefore appear to be at odds with this vision. Overview and Scrutiny should therefore consider whether the Birmingham Promise should be terminated.

Continue to report performance against the council plan measures via the Cabinet process.

The Birmingham Promise

Introduction

We take customer service very seriously here at Birmingham City Council.

It's not just about how quickly we answer the phone or how polite we are when we speak to you – it's also about resolving your enquiries and requests in a timely way.

It's why we have introduced The Birmingham Promise.

The Birmingham Promise is central to our values as a local authority: putting you first; achieving excellence; being true to our word; and acting courageously.

It also reflects our core purpose: to make a difference every day to people's lives.

The Birmingham Promise consists of specific standards that you should expect from us, whether you need to register a general complaint or raise a concern about any of the seven most frequently requested services in the authority.

We will monitor and measure how well we do in each of them and will publish the results every three months so that you can see how we are doing.

The impact of the financial situation

As you are no doubt aware, we have suffered unprecedented financial cuts over the past few years and these look set to continue for the foreseeable future.

This inevitably means there will be changes in the way that we serve you.

We will have to target our scarce resources at the most vulnerable people in our communities and support those who most need our help. This will be a key challenge for us.

Less money in our coffers also means we will have to increase our use of online services when it is appropriate to do so but we will ensure that these are easier to access and to use.

Contacting us

Whether you're a visitor to the city or you live or work here, you can expect to receive the highest levels of service from us. We are committed to providing open, responsive and effective services throughout the city.

As part of The Birmingham Promise, when you use any of our services you can expect us to:

- Be courteous and polite towards you
- Treat you fairly
- Take your problem seriously and to listen carefully to you
- Tell you what we will do to help you
- Give you open and honest explanations about our decisions
- Treat you as an individual – we will always respond to people's diverse needs
- Send you correspondence and information that is easy to understand
- Listen to your feedback
- Apologise if we get things wrong and do our best to put things right
- Send you updates about what we are doing to deal with your query
- Keep our promises.

Making a complaint

We hope you won't need to complain about our services but if you think we have fallen short, it is important that we know about it.

The easiest way to contact us is by using our Your Views service.

You can either ask for a form by telephoning 0121 464 9995 or you can find one online at www.birmingham.gov.uk/yourviews.

If you make a complaint, we will:

- Acknowledge it and provide you with a reference number
- Investigate your complaint thoroughly
- Send you a full response or an update within 20 days. You can choose how we send this information to you.

Delivering services – our commitment to you...

Benefits

Birmingham Benefits Service pays your housing benefit and council tax support.

We endeavour to do this accurately and quickly, and strive to provide an all-round excellent service by ensuring ensures that you receive all the help you are entitled to, according to legislation and local policy.

To make a claim for benefits, visit www.birmingham.gov.uk/benefits.

We promise to:

- Work with you to ensure that you receive all of the help you are entitled to
- Make a decision about your housing benefit our council tax support claim within 10 days of receiving your claim, if you have provided all the necessary information.

Waste and Recycling

Our Fleet and Waste Management service collects your household rubbish every week, except on Christmas Day and Boxing Day. It also collects your paper, card and mixed materials every fortnight, provided you have separated the items correctly.

To report a missed collection, visit www.birmingham.gov.uk/waste

If we miss a collection, we promise to:

- Collect your household rubbish/recycling within 3 days of you registering your complaint.

Housing Repairs

If you are one of our tenants, you can be assured that your home will be maintained to a good and improving standard.

To report a non-urgent repair, visit www.birmingham.gov.uk/housingrepairs

Or you can call us on 0800 073 3333 (free from a landline) or 0300 555 0404 (from a mobile) to report urgent and non-urgent repairs.

As part of our commitment, you can expect your home to be:

- Watertight and waterproof
- Safe and secure
- Repaired to a good standard.

If you report any problems with your home, we promise to:

- Respond to emergency repairs in 2 hours
- Resolve routine repairs within 30 days.

Parks

Our Parks Service is responsible for almost 600 parks and public open spaces, as well as more than 200 play areas and 115 allotment sites across the city. We are committed to providing high quality spaces that everyone can enjoy.

To report a dangerous tree, visit www.birmingham.gov.uk/parks.

If you report a tree in a dangerous state, we promise:

- To send a qualified tree officer to carry out an inspection within 2 hours.

Highways

Millions of people use the city's highways and road networks every day, whether they are motorists or pedestrians. Our Highways Service is committed to providing a consistently high level of service and routinely undertakes inspections to make sure the roads, footways, bridges and street lights across the city are safe for all.

To report a highways issue, visit www.birmingham.gov.uk/highways.

Sometimes, problems occur and we will do our utmost to fix them.

If you report a dangerous pothole or other defect, we promise to:

- Make it safe within one hour
- Carry out a temporary repair within 24 hours
- Fully repair it within 28 days.

If other potholes are reported, we will:

- Inspect them within 14 days
- Arrange its repair in our programme of works.

If you report a faulty traffic light, we will:

- Repair it within two hours.

If you report a faulty or broken street light, we will:

- Repair it within one month.

School Admissions

Our Services for Schools department aims to make sure that every child in the city reaches his or her potential.

We do this by supporting pupils, enabling them to access as many opportunities as possible, and developing their talents.

All our schools endeavour to provide activities for children and young people that make learning interesting and exciting.

You can apply online for a school place at
www.birmingham.gov.uk/schooladmissions

As a parent applying for a reception or year 7 school place for your child, we promise to:

- Hold an appeal following an offer for either a reception or year 7 place in front of an independent panel within 40 school days of the appeal deadline
- Offer within 10 school days a place at a child's nearest school with availability if you have not received an offer
- Have an independent appeal panel consider in-year appeals within 30 school days of receiving your appeal application

Blue Badge Service

The Blue Badge scheme provides a range of parking concessions for people with severe mobility problems who find it difficult to use public transport. Blue badge holders can park in disabled spaces and other designated spaces throughout the city.

We promise to:

- Process your application form for a blue badge within 8 weeks
- Post to your address a renewal notice 10 weeks before your blue badge is due to expire.

Our expectations of you ...














The Birmingham Promise sets out what you can expect from us. For this to work, however, we need your help and co-operation. So, we ask you to:

- Treat all Council staff with respect and courtesy

- Provide full information when reporting an issue or submitting an application
- Use the correct channels when reporting an issue, ie. via the website or the contact centre
- Leave household waste/recycling out to be collected on the right day and at the right time.

ENDS

Ref.	Directorate	Portfolio / Committee	Description	Month 6 Result	Month 6 Target	Month 6 Performance	Month 6 DOT from previous Month	Qtr 2 Result	Month 6 DOT from previous Quarter	Month 6 Commentary	Month 6 Team Internal Analysis	DQAF Completed	VCR Number	Q1 Star Chamber criteria met	Q2 Star Chamber criteria met	Q3 Star Chamber criteria met	Q4 Star Chamber criteria met
1	Economy	Deputy Leader	Making a complaint with full information - send a full response or an update out within 20 days using your preferred means of contact	96%	100%	✗	↔	97%	↗	Whilst the Birmingham Promise of responding to 100% of complaints in 20 calendar days has not been achieved there has been a notable improvement in Quarter 2. 97% of complaints (4,560 complaints) in Quarter 2 were answered in 20 days compared to 95% (3,561 complaints) in Quarter 1. Economy Directorate improved from 95% (634 complaints) in Quarter 1 to 98% (605 complaints) in Quarter 2 and achieved 100% for the first time in September. Place Directorate improved from 96% (2,858 complaints) in Quarter 1 to 97% (3,897 complaints) in Quarter 2. It was only People Directorate that showed no improvement dropping from 73% (69 complaints) in Quarter 1 to 70% (58 complaints) in Quarter 2. The issues with People Directorate have been escalated to Peter Hay.				YES	YES		
2	Economy	Deputy Leader	Housing Benefit or Council Tax Support - If you provide us with all the necessary information when you make a claim for Housing Benefit or Council Tax Support, we will make decision on your claim within 10 days of receiving it	100%	100%	✓	↔	100%	↔	Promise upheld.		Yes		NO	NO		
3	Place	Green, Smart and Sustainable City	Waste and Recycling - If you report your missed waste collection on your normal collection day or the following day, we will collect your recycling/household rubbish within a maximum of 3 days of hearing from you	67.72%	100%	✗	↘	74.24%	↘	<p>The monthly result for September was 67.72% of reported missed collections collected within three working days means that we are below target. The monthly performance reduced from 77.96% in August.</p> <p>Year to date 80.07% of total of reported missed collections were collected on time.</p> <p>The increase in reported missed collections in September was due to the roll-out of changes in collection service in the north of the city. It is expected that missed collections will reduce once the new services have fully stabilised. Additional action has been taken reviewing performance of the crews and the collection round sizes to ensure completion. In addition, a full review is being undertaken by the Interim Director of Fleet and Waste Management with an emphasis on establishing the reasons for service failure and ensuring that a full performance management process is in place to ensure that significant improvement takes place.</p>		Yes	674	YES	YES		
4	Place	Neighbourhood Management & Homes	Housing Repairs - Resolve routine repairs within 30 days	92.10%	100%	✗	↗	92.50%	↗	Performance continues to improve by contractors with a focus on completing minor non-urgent repairs. This compares to 1st Quarter performance of 91.6%.				YES	YES		
5	Place	Neighbourhood Management & Homes	Housing Repairs - respond to emergency repairs in two hours	97.03%	100%	✗	↘	96.90%	↗	Performance remains within contractual targets and has improved overall in the 2nd Quarter (versus 95.7% in 1st Quarter).				YES	Within contractual requirements		
6	Place	Green, Smart and Sustainable City	Parks - If you report a tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to within 2 hours	100%	100%	✓	↔	100%	↔	All emergency call outs attended within 24 hours				NO	NO		
7	Place	Social Cohesion & Community Safety	Highways - If you report a dangerous pothole or other defect to us, we will make it safe within 1 hour	99.78%	100%	✗	↗	99.80%		Target set at 100% to reflect contract requirements. There is an additional requirement that 100% of defects are rectified within 28 Business Days. In both cases, performance below these requirements results in Adjustments under the contract Payment Mechanism to give incentive to the Service Provider to rectify outstanding defects and prevent future non-compliance.				YES	YES		
8	Place	Social Cohesion & Community Safety	Highways - If you report a dangerous pothole or other defect to us, we will carry out temporary repairs within 24 hours	100%	100%	✓	↔	100%	↔			Yes	674	NO	NO		
9	Place	Social Cohesion & Community Safety	Highways - If you report a dangerous pothole or other defect to us, we will fully repair it within 28 days	98.25%	100%	✗	↘	98.60%		Target set at 100% to reflect contract requirements. There is an additional requirement that 100% of defects are rectified within 28 Business Days. In both cases, performance below these requirements results in Adjustments under the contract Payment Mechanism to give incentive to the Service Provider to rectify outstanding defects and prevent future non-compliance.				YES	YES		
10	Place	Social Cohesion & Community Safety	Highways - We will inspect all other potholes within 14 days and arrange for the repair to be included in our programme of works	100%	100%	✓	↔	100%	↔			Yes	673	YES	NO		
11	Place	Social Cohesion & Community Safety	Highways - We will repair any red traffic light signal fault within 2 hours	96.90%	100%	✗	↗	100%	↔	Target set at 100% to reflect contract requirements. Performance below these requirements results in Adjustments under the contract Payment Mechanism to give incentive to the Service Provider to rectify outstanding defects and prevent future non-compliance.				NO	YES		

Ref.	Directorate	Portfolio / Committee	Description	Month 6 Result	Month 6 Target	Month 6 Performance	Month 6 DOT from previous Month	Qtr 2 Result	Month 6 DOT from previous Quarter	Month 6 Commentary	Month 6 Team Internal Analysis	DQAF Completed	VCR Number	Q1 Star Chamber criteria met	Q2 Star Chamber criteria met	Q3 Star Chamber criteria met	Q4 Star Chamber criteria met
12	Place	Social Cohesion & Community Safety	Highways - We will repair any street light that is not in light within 1 month	99.00%	100%	X		100%		Target set at 100% to reflect the Birmingham Promise, however, a tolerant of 2% is set to reflect contract requirements. Performance below 98% will result in Adjustments under the contract Payment Mechanism to give incentive to the Service Provider to rectify outstanding defects and prevent future non-compliance.		Yes		NO	Within contractual requirements		
13	People	Children & Family Services	School Admissions - Following the offer of Year 7 and Reception Class places, if you submit an appeal to us, then it will be considered by an independent appeal panel within 40 school days of the deadline for submitting the appeal	100%	100%		Not available. Schools closed during Aug	100%		All appeal submitted have been scheduled and considered with 40 school days.		Draft to service for sign off		NO	NO		
14	People	Children & Family Services	School Admissions - Any child who is identified as being without a school place will be offered their nearest school with availability within 10 school days	100%	100%		Not available. Schools closed during Aug	100%		All children who have been confirmed as being without a school place have been offered their nearest school within 10 school days.		Draft to service for sign off		NO	NO		
15	People	Children & Family Services	School Admissions - All in-year appeals will be considered by an independent appeal panel within 30 school days of being received	100%	100%		Not available. Schools closed during Aug	100%		All in-year appeals have been considered by an independent panel within 30 school days		Draft to service for sign off		NO	NO		
16	People	Health and Well being	Blue Badge Scheme - If all the information in support of your Blue Badge application is provided to us in a timely matter, then we may take up to 8 weeks to process your application form but we will strive to do it sooner	99.87%	100%	X		99.91%		For the month of September 786 out of 787 applications were completed in timescale 99.87%. In the period July to September we kept the Birmingham Promise for 2,227 of 2,229 applications (99.91%) where the applicant's supporting documents were sent to Northgate for processing within an acceptable timescale. The two applications which exceeded timescale were due to human error, and these cases have been brought to the attention of the team and Northgate to address the issues.	Only missed 2 in over 2,000 application Awaiting monthly breakdown analysis from David Rose - back Mon 26th	Draft to service for sign off		YES	YES - but only 0.03% away from the target		
17	People	Health and Well being	Blue Badge Scheme - We will send out your renewal notices by post 10 weeks in advance of the Blue Badge expiry date	100%	100%					The system for sending out renewal notices is operated by a third party on behalf of central government and we only receive notifications if a renewal notice has not been sent. Whilst we can assume that as no notifications have been received, then we have fully met our promise, we cannot be absolutely sure as we do not have sight of the data.	Star Chamber decision to stop collecting this Promise measure. To be referred to Cabinet and Scrutiny to remove.	Draft to service for sign off		?	No longer reported		



Corporate Resources O&S Committee: Work Programme 2015/16

Chair: Cllr Waseem Zaffar

Committee Members: Cllrs: Randal Brew, Marje Bridle, Tristan Chatfield, Matthew Gregson, Jon Hunt, Changese Khan, Narinder Kaur Kooner, Chaman Lal, Yvonne Mosquito, Gary Sambrook, Ken Wood

Committee Support: Scrutiny Team: Emma Williamson (464 6870), Jayne Power (303 4810)
Committee Manager: Victoria Williams (303 7037)

1 Meeting Schedule

Date	Item	Officer contact
16 June 2015	Informal Meeting	Emma Williamson/Jayne Power, Scrutiny Office
14 July 2015, 2pm Committee Room 2	Member development: <ul style="list-style-type: none"> Update on Member Development Programme Members as community leaders (Citizens UK – to be confirmed) <i>Outcome:</i> to support the development of a member development programme	Emma Williamson, Scrutiny Office / Tina Morris, Senior HR Practitioner - OD and Learning
	The Customer Journey: <ul style="list-style-type: none"> Briefing on work undertaken by former Governance, Resources and Customer Services O&S Committee; Customer satisfaction trends analysis Briefing note on complaints process <i>Outcome:</i> to agree two or three key lines of enquiry	Chris Gibbs, Service Director, Customer Services / Paula Buckley, Assistant Director, Customer Services Centre
08 September 2015 Committee Room 2	<i>Report of the Leader</i> Part 1: To answer questions on the Leader's Policy Statement, the Boundary Commission work and the Combined Authority	Deborah Harries, Head of Public Affairs / Ifor Jones, Service Director-Homes and Neighbourhood
	<i>Report of the Leader</i> Part 2: To update members on the Future Council programme, including discussion of: <ul style="list-style-type: none"> Financial strategy <i>Tracking:</i> Are Ward Committees Fit for Purpose <i>Tracking:</i> Devolution – Making it Real 	
	Terms of reference: customer journey inquiry	Emma Williamson/Jayne Power, Scrutiny Office



Date	Item	Officer contact
21 October 2015 1pm Committee Room 2	<i>Deputy Leader:</i> <ul style="list-style-type: none"> Update on HR Finance reporting 	Jon Warlow, Director of Finance Jonathan Evans/Kathryn Cook, HR
	Council Tax Localisation	Chris Gibbs, Service Director, Customer Services
27 October 2015 2pm	Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> To set out key priorities <i>Tracking:</i> Council Commissioning and Third Sector Organisations 	Jon Lawton, Cabinet Support Officer Nigel Kletz, Assistant Director Procurement
	Report back on Golden Square	Emma Williamson, Scrutiny Office
10 November 2015	<i>1100 hours: Visit to Contact Centre</i>	
	<i>1400 hours: Inquiry session: Customer Journey Committee Room 6</i>	
8 December 2015	Deputy Leader's Update	Rebecca Grant, Cabinet Support Officer
19 January 2016	Performance of Property Portfolio	Peter Jones, Director of Property Services
	Children and Families with No Recourse to Public Funds – Action Plan Update	Brendan Seward, Team Manager
	Month 8 Revenue Monitoring and Grant Announcement Update	Jon Warlow, Director of Finance
	<i>To be confirmed: Acivico – Contract Performance Update</i>	<i>Trevor Haynes, Operational Director</i>
9 February 2016	Review of District and Ward arrangements Including tracking of "Are Ward Committees fit for purpose?"	Ifor Jones, Service Director – Homes and Neighbourhood



Date	Item	Officer contact
8 March 2016	Leader <ul style="list-style-type: none">To report on progress made over the year Deputy Leader <ul style="list-style-type: none">To report on progress made over the year Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none">To report on progress made over the year<i>Tracking:</i> Council Commissioning and Third Sector Organisations	Deborah Harries, Head of Public Affairs Rebecca Grant, Cabinet Support Officer Jon Lawton, Cabinet Support Officer
12 April 2016	City Council meetings/agenda	TBA

2 To be Scheduled

- Budget Consultation meeting
- Birmingham Highways and Amey – Contract Performance Update
- Governance: Cabinet system
- Member development update

3 Other Meetings

Call in Meetings

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

The Committee approved Tuesday 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.

4 2016/17 – Programming Standard Items

- 4.1 As the 2015/16 year has progressed, members have identified some recurring items that need to be scheduled in from the start of the year. These are set out in the table below:



Date	Item
June 2016	<ul style="list-style-type: none"> Work programme discussion
July 2016	<ul style="list-style-type: none"> Leader's Policy Statement (assuming presented to City Council the previous month) Financial monitoring: 2015/16 year outturn and Month 2 monitoring
October 2016	<ul style="list-style-type: none"> Financial monitoring: Month 5 Revenue Monitoring
December 2016	<ul style="list-style-type: none"> Financial monitoring: Budget Consultation
January 2016	<ul style="list-style-type: none"> Financial monitoring: Month 8 Revenue Monitoring and Grant Announcement Update

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 Corporate Resources remit.

ID Number	Title	Portfolio	Proposed Date of Decision
000318/2015	Discharge of Accountable Body Arrangements for AMSCI – Standing Item	Leader	8 December 2015
000812/2015	Winning Resources for Birmingham City Council Priorities – Standing Item	Leader	8 December 2015
000839/2015	Advanced Manufacturing Supply Chain Initiative (AMSCI)	Leader	8 December 2015
000970/2015	New Street Gateway Update	Leader	8 December 2015
000796/2015	Borrowing from the Municipal Bond Agency	Deputy Leader	8 December 2015
000852/2016	Business Rates Income 2016/17	Deputy Leader	25 January 2016
000199/2015	Commercial Investment Property Portfolio Update	Deputy Leader	26 January 2016
000246/2015	HS2 Programme Delivery Plan and Resource Requirement	Deputy Leader	26 January 2016
000284/2015	Recommissioning Agency Provision for the Council – Public	Deputy Leader	26 January 2016
000775/2016	Corporate Revenue Monitoring Report Months 7 and 8	Deputy Leader	26 January 2016
000853/2016	Council Tax Taxbase for 2016/17	Deputy Leader	26 January 2016
000598/2015	Replacement of IT Systems for the Wellbeing Service	Deputy Leader	16 February 2016
000776/2016	Corporate Revenue Monitoring Report Months 9 and 10	Deputy Leader	22 March 2016
000816/2016	Capital and Treasury Monitoring Quarter 3 (October to December 2015)	Deputy Leader	22 March 2016



ID Number	Title	Portfolio	Proposed Date of Decision
000930/2015	Procurement Strategy for the Hire of Small Mechanical Sweepers (T69) – Public	Commissioning, Contracting and Improvement	8 December 2015
000261/2015	Tender Strategy for the Sale of the Kick Start Residual Loan Portfolio (P0260) – Public	Commissioning, Contracting and Improvement	26 January 2016
000286/2015	Council Print Strategy and Associated Procurement Strategy – F0248 Public	Commissioning, Contracting and Improvement	26 January 2016
000572/2015	Commissioning Strategy for the Management of Construction and Building Related Services – Public	Commissioning, Contracting and Improvement	26 January 2016
000288/2015	ICT Investment and Strategy – Public	Commissioning, Contracting and Improvement	16 February 2016
000606/2015	Arboricultural Services (Non Highways) – P0252 – Public	Commissioning, Contracting and Improvement	16 February 2016

