

# **BIRMINGHAM CITY COUNCIL**

## **FINANCE AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**THURSDAY, 29 JUNE 2023 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 Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

**2     APOLOGIES**

To receive any apologies.

**3     DECLARATIONS OF INTERESTS**

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

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

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

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

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

4 **MEMBERSHIP OF THE FINANCE AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

To note the resolution of the City Council meeting appointing the Committee, Chair and Members to serve on the Committee to the period ending with the Annual Meeting of the City Council in 2024.

**Labour (5):-**

Councillors Jack Deakin (Chair), Alex Aitken, Raqeeb Aziz, Rashad Mahmood and Hendrina Quinnen.

**Conservative (2):-**

Councillors Meirion Jenkins and Ken Wood.

**Liberal Democrat (1):-**

Councillor Paul Tilsley.

5 **ELECTION OF DEPUTY CHAIR (14.05-14.15)**

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

**5 - 6**

6 **FINANCE AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE TERMS OF REFERENCE (14.15 - 14.20)**

To note the Terms of Reference for the Finance and Resources Overview and Scrutiny Committee.

**7 - 12**

7 **MINUTES (14.20 - 14.25)**

To confirm the minutes of the Resources Overview and Scrutiny Committee meeting held on 27 April 2023.

**13 - 16**

8 **ACTION TRACKER (14.25 - 14.30)**

To review and note the actions from the previous Resources Overview and Scrutiny Committee.

**17 - 22**

9 **DELIVERING EFFECTIVE AND FLEXIBLE SCRUTINY (14.30 - 15.00)**

To consider how the Finance and Resources Overview and Scrutiny Committee will develop a flexible and effective work programme for 2023/24.

**23 - 44**

10 **DEVELOPING THE FINANCE AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 (15.00 - 15.45)**

To consider the issues for the 2023/24 work programme including Cabinet Member Priorities and Forthcoming Decisions, issues recommended to be carried forward from 2022/23, information from the City Observatory,

Programmes, Performance and Improvement Division to agree potential issues for the Scrutiny Work Programme and Scrutiny methods.

11 **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).

12 **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.

13 **SCHEDULE OF MEETING DATES FOR COMMITTEE MEETING AND SCRUTINY WORK**

To note the scheduled dates for 2023/24:

<u>2023</u>	<u>2024</u>
27 July	18 January
7 September	8 February
12 October	21 March
16 November	25 April
14 December	

14 **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

## Finance and Resources Overview and Scrutiny Committee

29 June 2023




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**Subject:** Finance and Resources Overview and Scrutiny Committee's Terms of Reference

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

**Report author:** Fiona Bottrill, Senior Overview and Scrutiny Manager

### 1 Purpose

- 1.1 To consider the Finance and Resources Overview and Scrutiny Committee's Terms of Reference.

### 2 Recommendations

- 2.1 To note the Terms of Reference for the Finance and Resources Overview and Scrutiny Committee as set out in 3.2 below.

### 3 The Finance and Resources Overview and Scrutiny Committee's Terms of Reference

- 3.1 The Terms of Reference below were approved at the Annual City Council meeting on 23<sup>rd</sup> May 2023. This sets out the remit of the work for this committee.
- 3.2 To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning:
- Council Business Plan and Medium Term Financial Plan/Budget
  - Oversight of Council-owned land and property facilities, amenities and services including markets
  - Overall financial direction within the Financial Strategy developed by the Leader, including Best Value and appropriate financial accounting and audit controls and procedures
  - Business Charter for Social Responsibility
  - Commercial opportunities available to the Council
  - Revenues and Benefits service
  - Procurement management
  - Contract management policy

- Management of all internal trading operations
- Commissioning approach that supports the Council's wider social objectives
- Collection of rent/recovery of rents from Council tenants/former tenants and overpayments of Housing Benefit from Council tenants
- Organisational development function for shaping the future workforce of the Council
- Change/transformational programmes deployed corporately
- Member development programmes
- Processes and procedures to support good staff performance and equality objectives
- Human resources, staffing structures at JNC level and personnel procedures
- Oversight of the use of consultants with particular focus on their duration, renewal and cost.

#### **4 Any Finance Implications**

4.1 No direct financial implications resulting from this report.

#### **5 Any Legal Implications**

5.1 No direct legal implications resulting from this report.

#### **6 Any Equalities Implications**

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

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

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

#### **7 Appendices**

7.1 None.

**BIRMINGHAM CITY COUNCIL**

**RESOURCES O&S COMMITTEE – PUBLIC MEETING**

**1400 hours on Thursday 27 April 2023, Committee Room 6, Council House,  
Victoria Square, B1 1BB**

**Minutes**

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**Present:**

Councillor Akhlaq Ahmed (Chair)

Councillors: Meirion Jenkins, Hendrina Quinnen, Paul Tilsley and Ken Wood

**Also Present:**

Janie Berry, City Solicitor and Monitoring Officer

Fiona Greenway, Interim Director of Finance and Acting S151 Officer

Mohammed Sajid, Interim Head of Financial Strategy

Steve Sandercock, Assistant Director, Procurement (Online)

Peter Sebastian, Interim Head of Financial Planning (Online)

Jayne Bowles, Scrutiny Officer

Fiona Bottrill, Senior Overview and Scrutiny Manager

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**1. NOTICE OF RECORDING/WEBCAST**

The Chair advised the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's Public-I microsite ([birmingham.public-i.tv/core/portal/home](http://birmingham.public-i.tv/core/portal/home)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

**2. APOLOGIES**

Apologies were received from Councillors Bushra Bi and Rashad Mahmood.

**3. DECLARATIONS OF INTERESTS**

None.

#### 4. ACTION NOTES AND ACTION TRACKER

(See documents 1 and 2)

The following points were raised:

- Clarification was requested as to the current position with regard to the S151 Officer and Janie Berry, City Solicitor and Monitoring Officer, provided the following response:

The Head of Paid Service, following consultation with the Leader, has re-designated the S151 Officer function to Fiona Greenway in her capacity as Interim Director of Finance and this position will be reviewed at a future meeting of the JNC Panel.

- The Chair referred Members to the Action Tracker and confirmed that the report on the level of S106 refunds had now been emailed to Members. Councillor Wood commented that the information in the report highlighted the fact that input from local members on what goes into the S106 agreements would be valuable.

#### **RESOLVED:-**

- That the action notes of the meeting held on 30 March 2023 were agreed.
- That the action tracker was noted.

#### 5. FINANCIAL RESERVES

(See document 3)

Fiona Greenway, Interim Director of Finance, and Mohammed Sajid, Interim Head of Financial Strategy, were in attendance for this item. Peter Sebastian, Interim Head of Financial Planning was in attendance online.

Peter Sebastian introduced the report and highlighted the following key points:

- Regular reviews of reserves are carried out and updates are provided as part of the financial monitoring reports and also the Medium Term Financial Plan refresh in the summer.
- When carrying out reviews of reserves, general fund balances are looked at as a percentage of the net budget and they try and maintain around 4.5% of net budget.
- A detailed risk assessment is done across the Council covering potential risks and impact and this will be done as part of the closing process for the 2022-23 financial year.

During the discussion, and in response to Members' questions, the following were among the main points raised:

- Reference was made to the approval of the 2022-23 budget which had been signed off by the S151 Officer as a balanced budget and at that time there had been no mention of drawing down £80m of reserves to balance the budget in the budget statement.
- Problems had been exposed through the year, and the Children's Trust in particular was highlighted, which raises questions about how accurate the budget just passed will be in 12 months' time.



- Members were told that pressures are reviewed on a regular basis throughout the year and will come through in the monitoring reports.
- The issue with the Children's Trust had not been foreseen in the budget setting process.
- There is a need to continually review savings delivery.
- Table 2 in paragraph 3.9.1 of the report shows the levels of reserves we are holding. Reserves are only used once but there is a plan in place to build those reserves back up.
- The budget set is based on a series of assumptions, particularly around inflation, demographic pressures and delivery of savings and will continue to be reviewed, with a refresh in the summer.
- Last year, the mid-year refresh was a few months later than it should have been and this year will be done in July.
- All budgets are based on assumptions of what is likely to happen and reserves come in if there is volatility.
- An analysis will be done of whether there are things that should have been foreseen and to learn if there are lessons going forward.
- Given the current situation with the Oracle system, reassurance was sought that the balances on the nominal ledger could be relied upon and it was queried how much of the reserves would be needed to fix the system.
- Members were told that internal business knowledge and other systems have been heavily relied upon to work out what the outturn would be (eg the care system has records of how much packages of care would cost).
- In terms of reserves, they keep a number of spreadsheets with transactions in and out reconciled manually as well as in the system, so have not relied on Oracle to look at the reserves position.
- Every year, budget monitoring is based on business intelligence and that takes precedence over the ledger. There is a piece of work being carried out to verify the balance on the ledger.
- They are also doing a piece of work to determine how much it will cost to stabilise the Oracle system.
- Officers were asked whether there was anything else the Committee should be aware of which is likely to have a serious impact on reserves and Members were told that there is nothing they are aware of at this time but they are keeping a constant watching brief on the Council's position and if there are any issues they would be brought to the attention of the Executive, Scrutiny and Audit.
- They do try and identify risks in two places – the risk register for reserves and the statement of accounts audited by Gant Thornton – and monitor liabilities and issues that may arise, for example Equal Pay.

**RESOLVED:-**

That the report was noted.

## **6. PLANNED PROCUREMENT ACTIVITIES REPORT**

(See document 4)

Steve Sandercock, Assistant Director, Procurement, was in attendance online for this item.

The following key points were highlighted:

- This is the standard report which had been discussed and agreed at Cabinet on 25 April.
- In response to a request from Cllr Alden, the Cabinet Member had agreed to provide a written response providing further detail on the reports relating to meter and billing services, cash collection and cash in transit services, and merchant acquirer, equipment and gateway payment services and why those arrangements are on a rolling contract as opposed to being transitioned in relation to those contracts expiring.

There were no questions from Members.

### **RESOLVED:-**

That the report was noted.

## **7. WORK PROGRAMME**

(See document 5)

The following item was suggested to be taken forward for next year's work programme:

- Working from Home – Impact on Productivity and Workforce Costs.

### **RESOLVED:-**

That the work programme was agreed.

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

None.

## **9. OTHER URGENT BUSINESS**

None.

## **10. AUTHORITY TO CHAIR AND OFFICERS**

### **RESOLVED:**

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

**11. EXCLUSION OF THE PUBLIC**

N/A

**PRIVATE AGENDA**

**12. PLANNED PROCUREMENT ACTIVITIES EXEMPT APPENDIX 3**

N/A

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The meeting ended at 1441 hours.



**RESOURCES O&S COMMITTEE**  
**ACTION TRACKER 2022/23**

<b>Date</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Update</b>
30-Mar-23	Financial Monitoring 2022/23 Month 10	Report on Financial Reserves to be brought to Committee.	On the agenda for the April meeting.
		Reconciliation of the interest payable figures in the annual accounts to be provided to Members.	Emailed to Members on 10 <sup>th</sup> May.
	S106 and Community Infrastructure Levy	Report on the level of S106 refunds to be provided to Members.	Emailed to Members on 26 <sup>th</sup> April.
	Planned Procurement Activities Reports	Provisional of vehicles' (large fleet – recycling and refuse vehicles) maintenance, associated services and spare parts – Cllr Wood's question as to why maintenance had not been built in with the supply of the vehicles to be clarified with the Assistant Director, Street Scene.	Followed up – awaiting response.
09-Feb-23	Financial Monitoring 2022/23 Quarter 3/Month 9	A list of property assets and planned disposals to be provided to Committee.	Followed up – awaiting response.
17-Nov-22	Cabinet Member for Social Justice, Community Safety and Equalities Priorities	Data to be provided showing the current percentage of interims across the JNC permanent structure	Emailed to Members on 29 <sup>th</sup> November. Additional information requested – emailed to Members on 4 <sup>th</sup> January.
	Financial Monitoring 2022/23 – Quarter 2	How the £5m Cost of Living Emergency Fund is being spent to be shared with Members.	Officer delegated decisions will be made available on-line for Members and the public.

**RESOURCES O&S COMMITTEE**  
**ACTION TRACKER 2022/23**

<b>Date</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Update</b>
06-Oct-22	Financial Monitoring 2022/23 – Month 5	Best in Class Principles to be circulated.	Emailed to Members on 11 <sup>th</sup> October.
	Update on Implementation of Oracle	The value of the 7,000 invoices awaiting checking and payments to suppliers to be provided.	Emailed to Members on 24 <sup>th</sup> October.
	Progress Report on Implementation: Procurement Governance Arrangements	Quarterly reports to Cabinet on Breaches, Waivers and number of negotiated procedures to be brought to Resources O&S Committee.	First quarterly report brought to the November meeting.
28-Jul-22	Provisional Financial Outturn Report 2021/22	Director of Finance to look into the provision of Treasury Management training for all Members.	It was confirmed at the November meeting that independent treasury advisers would be carrying out this training and an email would be going out to Members.
	Financial Monitoring 2022/23 – Quarter 1	Director of Finance to provide: <ul style="list-style-type: none"> <li>• Further information on the length of electricity and fuel contracts.</li> <li>• A table that can be shared with Scrutiny Chairs to explore if there is a correlation with underspending, overspending and performance.</li> </ul>	Emailed to Members on 27 <sup>th</sup> September. Emailed to Members on 27 <sup>th</sup> September.
08-Sep-22	Cabinet Member for Finance and Resources – Portfolio Priorities	<ul style="list-style-type: none"> <li>• Interim AD, Procurement to provide clarification in relation to promoting businesses contracted by the Council that are matching pay parity with local government.</li> </ul>	Emailed to Members on 7 <sup>th</sup> November

**RESOURCES O&S COMMITTEE**  
**ACTION TRACKER 2022/23**

Date	Agenda Item	Action	Update
		<ul style="list-style-type: none"> <li>S106 and CIL – it was suggested that an officer from Planning attends a future meeting to explain the policy and procedure.</li> </ul>	Included on the work programme for the 2 <sup>nd</sup> March meeting.
	Financial Monitoring 2022/23 – Month 4	Interim AD, Procurement to provide Members with information on the length of electricity and fuel contracts as previously agreed (outstanding action from the July meeting – see above).	Emailed to Members on 27 <sup>th</sup> September.
	Long Term Debt Strategy	The Cabinet Reports in respect of 9 Colmore Row and Sutton Coldfield Retail to be shared with Members.	Emailed to Members on 27 <sup>th</sup> September.





# Birmingham City Council

## Finance and Resources Overview and Scrutiny Committee

29 June 2023




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**Subject:** Delivering Effective and Flexible Scrutiny  
**Report of:** Christian Scade, Head of Scrutiny and Committee Services  
**Report author:** Fiona Bottrill, Senior Overview and Scrutiny Manager

### 1 Purpose

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

### 2 Recommendations

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

### 3 Any Finance Implications

- 3.1 No direct financial implications resulting from this report.

### 4 Any Legal Implications

- 4.1 No direct legal implications resulting from this report.

### 5 Any Equalities Implications

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

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

## **6 Appendices**

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

## **APPENDIX 1: A MORE FLEXIBLE, EFFECTIVE SCRUTINY FUNCTION FOR 2023-24**

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

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

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

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

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

The framework document recognised that:

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

**“Scrutiny should be well planned and timely.”**

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

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

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

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

## **1. Remit of Overview & Scrutiny Committees**

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

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

## **2. Engagement with Cabinet Members**

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

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

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

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

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

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

### 3. Meeting arrangements

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

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

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

Aspects of the work programme would be assigned<sup>1</sup> to scheduled (public) meetings of the committee or a more limited number of members that might take evidence from a number of witnesses, whilst other issues could be assigned to Task & Finish Groups set up by the committee - with these groups meeting in public or private sessions as required, enabling the committee to focus on specific matters throughout the year as appropriate and without unnecessary delay.

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

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

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

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



# Birmingham City Council

## Finance and Resources Overview and Scrutiny Committee

29 June 2023




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**Subject:** Developing the Finance and Resources Overview and Scrutiny Committee's Work Programme

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

**Report author:** Fiona Bottrill, Senior Overview and Scrutiny Manager

### 1 Purpose

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

### 2 Recommendations

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

- Notes, subject to further input from the Chair and Deputy Chair outside of the meeting, its proposed work programme will be submitted to Co-ordinating O&S to enable work to be planned and co-ordinated throughout the year.

### **3 Background**

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

### **4 Developing the Work Programme 2023-24**

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



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

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

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

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

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

4.6 Appendix 3 provides a high-level summary of:

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

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

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

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

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

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

## **5 Any Finance Implications**

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

## **6 Any Legal Implications**

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

## **7 Any Equalities Implications**

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

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

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

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

7.4 The Committee should ensure that equalities comments, and any recommendations, are based on evidence. This should include demographic and

service level data and evidence of residents/service-users views gathered through consultation.

## **8 Appendices**

### 8.1 Appendix 1: Work Programme Mapping

Appendix 2: Cabinet Member Priorities and Forthcoming Decisions

Appendix 3: Corporate Priorities, Performance and City Outcomes

## **9 Background Papers**

### 9.1 [Birmingham City Council Constitution](#)

### 9.2 Birmingham City Council Overview and Scrutiny Framework April 2021



### Appendix 1: Finance and Resources Work Programme Mapping 2023/24

Current O&S Committee	New O&S Committee	Item/Topic	Aims and Objectives (if outlined)	Why carry forward to next year?	Any other information (e.g. scrutiny method/ Council motion/ asked to come back in 6 months etc)
Resources	Finance & Resources	Financial Monitoring 2023/24	Scrutiny of current financial position. This will include a focus on the impact of the Oracle implementation and subsequent budget ask.	Regular financial monitoring.	Committee receives the quarterly and monthly reports presented to Cabinet.
		Planned Procurement Activities	To note the latest Cabinet report on planned procurement activity.	Standing item – in line with the process in place for O&S to refer specific individual procurements to Cabinet	Where Cabinet meets before O&S, the reports are emailed to committee members to give them the opportunity to raise any issues with the Cabinet Member before the reports are considered at Cabinet.
		Progress Report on Implementation: Council-owned Assets	To track progress on implementation of the recommendations.	There are still two outstanding recommendations – R01 and R02.	Recommendations R03-R06 were signed off as completed in November 2022.
		Progress Report on Implementation: Procurement Governance Arrangements	To receive an update on the new Procurement and Contract Governance rules	To monitor implementation of the new rules.	Follows on from the Committee's Task & Finish on Procurement Governance Arrangements.
		Budget Scrutiny	Scrutiny to respond to Budget Consultation with an ask that the executive provide the draft budget in advance of it being presented to cabinet for effective scrutiny.	This is the process for O&S to provide comments and recommendations to Cabinet on the draft budget.	

		Working from Home	To understand the impact on productivity and workforce costs.	This item was suggested by Cllr Meirion Jenkins.	This may be looked at flexibly. Important to note that this item isn't about stopping working from home, but looking at where it is appropriate and whether it works for the needs of the council and its residents.
		Diversity and Inclusion Dashboard	<p>Role for O&amp;S in looking at specific aspects of the data and monitoring progress including:</p> <ul style="list-style-type: none"> <li>• Work force planning in relation to age profile of staff.</li> <li>• Disability disclosure and. reasonable adjustments</li> <li>• Governance of EBEB and what impact this has made.</li> </ul>	This item was suggested following the informal demonstration in April 2023.	Possible key questions: How do we acquire new talent? How do we ensure we're attractive to potential new employees? Are we open, accessible, inclusive and do our job descriptions and requirements reflect the needs of the business, but also the reality of life and experience of work for applicants?
		Financial implications of the Council's approach to early intervention for the Council's finances and budget, including proposal to bring enforcement into Council service	To understand whether early intervention is saving the council money and/or whether it is value for money.	On the list of items "To Be Scheduled" in 2022/23.	
		Management of the Council's budget deficit		On the list of items "To Be Scheduled" in 2022/23	
		Delivering Best in Class Services in Finance, Resources and HR	What are current baselines and how will progress be measured. Examples of other Best in Class	On the list of items "To Be Scheduled" in 2022/23	This may also include exploring our ways of working with trade unions.

			services/organisations in relation to finance, resources and HR.		
		Implementation of Digital Strategy		On the list of items "To Be Scheduled" in 2022/23	
		Use of Consultants	Possible key questions may include: Why don't we have the skills/talent in house already? Is the use of consultants good value for money?	On the list of items "To Be Scheduled" in 2022/23	
		Oracle	To provide an update on the Council's financial management system.	Concerns regarding Oracle were discussed at the April Resources OSC meeting	This would ideally be done via a Task & Finish Group due to the intensity of work required and deserved. Discussions have taken place with the City Solicitor and other officers around the constitution of this group.





## Appendix 2: Cabinet Member Priorities and Forthcoming Decisions

### Finance and Resources OSC

Cabinet Member	Priorities	Associated Dates
Leader	Ensure delivery of the 2023-24 Council Budget and MTFP	<b>25.07.23</b> <b>Cabinet Report</b> Medium Term Financial Plan (MTFP) Update
Deputy Leader	N/A	
Cabinet Member for Children, Young People and Families	N/A	
Cabinet Member for Digital, Culture, Heritage and Tourism	N/A	
Cabinet Member for Environment	N/A	
Cabinet Member for Finance and Resources	<b>Finance and resources</b> <ul style="list-style-type: none"> <li>Lead development of strategy to achieve medium-term financial stability, through: <ul style="list-style-type: none"> <li>Further promote the financial accountability framework through mandatory training in financial awareness and increased roll out of accountability letters</li> <li>Further develop accountability framework through financial controls review, linking operational financial control to strategic organisational assurance framework</li> </ul> </li> </ul>	

	<p><b>Social value and community wealth-building</b></p> <ul style="list-style-type: none"> <li>• Continue to focus on building social value through procurement, especially focussed on local employment and supporting community organisations &amp; social enterprises</li> <li>• Continue to progress and embed the Birmingham Business Charter for Social Responsibility, requiring those we contract with to recognise employees' rights of association and collective bargaining, including not using blacklists in recruitment processes</li> <li>• Linked to above, maintain our active involvement in the Birmingham Anchor Leadership Network (BALN) working with other anchor organisations to maximise community wealth building</li> <li>• Use the power of our procurement spend to extend the Real Living Wage to those in our city who still need the protection of a decent day's pay for their work</li> <li>• Promote Fair Tax Accreditation and encourage companies we work with to seek the Fair Tax Mark accreditation, demonstrating their commitment to pay the right amount of corporation tax at the right time and in the right place</li> </ul> <p><b>Revenues and benefits</b></p> <ul style="list-style-type: none"> <li>• Support Birmingham citizens through the ongoing cost of living crisis by ensuring that our Revenues and Benefits service is able to respond to rising need and demand</li> </ul> <p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>• Ensure that the Council's procurement, loans and borrowing continue to have high environmental, social and governance standards</li> </ul> <p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>• Maintain our preference to keep services-in-house where possible, protecting employees and ensuring that they are paid a fair wage and have job security and pension rights</li> <li>• Embed the principles of EBEB into our commissioning and procurement strategies within and across the Council supply chain to support our ongoing commitment to tackle the social and economic inequalities in our city</li> </ul>	<p><b>27.06.23</b>  <b>Cabinet Report</b>  The Supply of Non-Permanent Workers</p>
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	<b>Contract management</b> <ul style="list-style-type: none"> <li>• Deliver commercial excellence through robust, efficient and effective commercial governance, including action to: <ul style="list-style-type: none"> <li>○ Embed a category management approach looking to maximise value from similar spend across the Council</li> <li>○ Further embed the Contract Management Framework to drive effective management of commercial arrangements</li> <li>○ Review tender documents to promote supply chain diversity</li> <li>○ Proactively tackle modern slavery in the supply chain</li> <li>○ Create a Commercial and Investment Centre of Excellence</li> </ul> </li> <li>• Develop and implement a robust Contract Management strategy to ensure timely re-procurement practices</li> </ul>	<b>25.07.23</b> <b>Cabinet Report</b> Acivico Further Contract Extension
Cabinet Member for Health & Social Care	N/A	
Cabinet Member for Housing & Homelessness	N/A	
Cabinet Member for Social Justice, Community Safety and Equalities	N/A	
Cabinet Member for Transport	N/A	



## Performance and Improvement Summary

### Finance and Resources

### Overview and Scrutiny Committee

This document provides a high-level summary of:

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

Programmes, Performance, and Improvement Division

June 2023



**BE BOLD BE BIRMINGHAM**



# 1. STRATEGIC AND ORGANISATIONAL CONTEXT

## 1A. CORPORATE PLAN 2022-26

*An overview of the Corporate Plan 2022-26.*

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

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

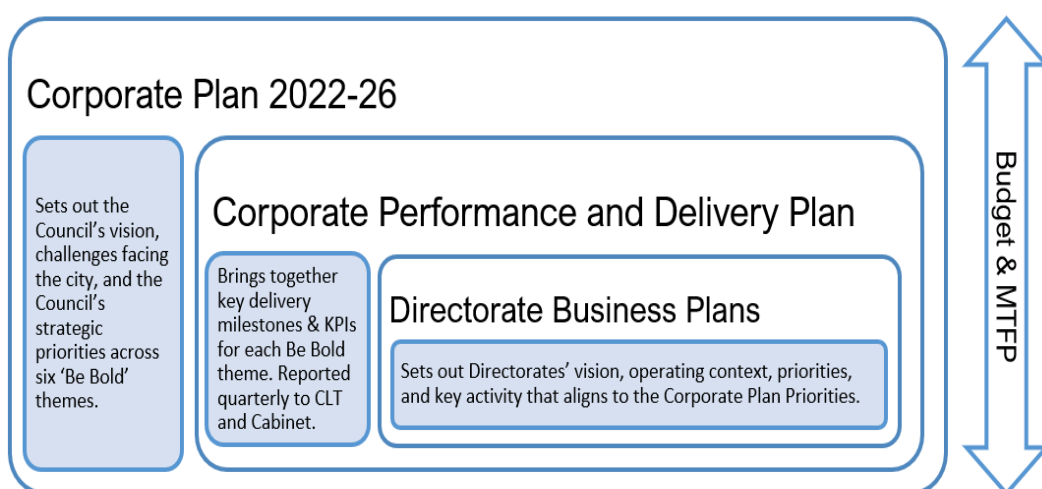


Diagram showing an overview of the Corporate Plan 2022-26:

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

## **1B. CITY OBSERVATORY SNAPSHOT**

*A snapshot of key city and citizen outcome data from the City Observatory that is relevant to the remit of this Committee (data extracted May 2023): [www.cityobservatory.birmingham.gov.uk](http://www.cityobservatory.birmingham.gov.uk).*

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

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

## **1C. EXTERNAL ENVIRONMENT**

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

### **Autumn Statement 2022**

The 2022 Autumn Statement outlined the Government's spending plans by setting budgets for each central government department. This included extra funding for adult social care, compensation for local authorities from the freezing of business rates, and additional funding for schools. The Government also announced further flexibility for local authorities in England to set Council Tax by increasing the referendum limit to 3 per cent per year from April 2023. It is also announced that local authorities with social care responsibilities would be given the ability to increase the adult social care precept by up to 2 per cent per year.

These announcements were set within the overall context of the cost-of-living crisis – a significant fall in 'real' disposable incomes that the UK has experienced since late 2021. The cost-of-living crisis is the latest in a decade-long series of events, including Brexit, the Coronavirus pandemic, and the war in Ukraine, which continue to have an impact on the financial sustainability of local public services.

### **Cost-of-Living**

In response to the cost-of-living crisis the Council declared a 'Cost of Living Emergency' in September 2022 to prepare the organisation for a rapid deployment of resources to assist individuals, households, and our business community, including through our Help in Brum campaign.

### **Levelling Up Fund**

A significant reshaping of the landscape of regional funding for regeneration is underway, as EU funding and the Local Growth Fund comes to an end to be replaced by the new Levelling Up Fund and the Shared Prosperity Fund which is being phased in. Birmingham has already been successful in securing over £50m from the Levelling Up Fund but will need to collaborate across the West Midlands to gain the most from the new arrangements, as part of the West Midlands Combined Authority (WMCA).

### **Devolution Deal**

The latest devolution deal, announced at the March 2023 Budget, will bring changes to the way that the Council works with the WMCA and delivers its own functions. Some of the most important changes include:

- A single pot of funding for the region covering transport, housing, regeneration, skills, and housing retrofit – to be negotiated by 2025
- Potential to create a Levelling Up Zone in East Birmingham and the power to use business rates to invest in the area over the long term
- More local control over investment in affordable housing
- Local control of grants to bus companies to improve bus services

### **Net Zero Strategy**

A national Net Zero Strategy has been published to begin to tackle the climate emergency, with specific funds made available for investment in electric vehicle charging points.

### **Procurement Bill**

The Procurement Bill promises greater freedoms for contracting authorities in return for enhanced transparency. The Bill is anticipated to receive Royal Assent in spring/summer 2023, followed by secondary legislation and guidance

before implementation from early 2024. This will impact on the Council's procurement approach and will require careful planning to ensure we are prepared for the changes.

## 2. PERFORMANCE AND DELIVERY

### 2A. 2022-23 PERFORMANCE FOR KEY DELIVERY MILESTONES

*An overview of 2022-23 performance for key delivery activity (from the CPDP) that is relevant to this Committee (as reported Cabinet on a quarterly basis).*

RAG Rating	RAG Definition
	Action has been achieved (and cannot be reversed)
	Action on course to be delivered as originally planned or at revised scope/scale agreed with CLT and Cabinet Member
	Risk of action not being delivered as planned. Root causes of delivery risk have been identified and mitigating actions are in place to resolve
	Risk of action not being achieved as planned. Root causes of delivery risk are not clear and/or mitigating actions are not in place to resolve
	RAG not applicable

			2022-23 BRAG status			
Corporate Plan Theme	Directorate	Activity	Q1	Q2	Q3	Q4
Prosperous	Council Management	Positively leverage contract spend to enhance diversity within supply chain; create opportunities for local / SME business; drive social value outcomes aimed at retaining wealth, employment, and tackle inequality; demonstrate ethical leadership				
Best in Class	Council Management	Lead the development of the strategy to achieve medium-term financial stability aligned to strategic priorities through: (a) Rolling budget activity to continue to establish a balanced budget for 2023/24, 2024/25 and 2025/26.				
		(b) Further promote the financial accountability framework through mandatory training in financial awareness and increased roll out of accountability letters.				
Best in Class	Council Management	Development of a high performing workforce including action to: (a) achieve our Workforce Transition Programme				
		(b) implement best in class resourcing and recruitment services				
		(c) initiate job evaluation project				
		(d) delivery and embed a strong Performance Management Framework for staff across the organisation				
Best in Class	Council Management	Develop, implement, and embed a robust and proportional Council-wide contract management				



			2022-23 BRAG status			
Corporate Plan Theme	Directorate	Activity	Q1	Q2	Q3	Q4
		framework to drive effective management of commercial arrangements across the council				
Best in Class	Council Management	Develop and lead implementation of Commercial Strategy for the Council.				
Best in Class	Council Management	Deliver existing programmes aimed at improving the efficiency and effectiveness of service operating models to better meet customer needs and best execute the organisation's strategic priorities. a) Finance Target Operating Model				
Best in Class	Council Management	b) People Services Target Operating Model				
Best in Class	Council Management	c) Procurement Target Operating Model				
Best in Class	Council Management	e) IT & D TOM				

## 2B. 2022-23 PERFORMANCE FOR CORPORATE PLAN KPIS

*An overview of 2022-23 performance for Corporate Plan key performance indicators (KPIs) that are relevant to the remit of this Committee (as reported to Cabinet on a quarterly basis).*

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

			2022-23 RAG status			
Corporate Plan Theme	Directorate	Measure Title	Q1	Q2	Q3	Q4
Best in Class	Council Management	Council tax collection rate				
Best in Class	Council Management	Business rates collection rate (as % of due in entire year)				
Best in Class	Council Management	Percentage of housing rents collected				
Best in Class	Council Management	Level of borrowing (this is the amount of the Council's budget that funds debt per annum, the aim is to reduce this percentage)				

## 2C. DIRECTORATE PRIORITIES FOR 2023-24

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

### COUNCIL MANAGEMENT

#### Relevant Directorate Priorities

- Ensure *best in class* services within Council Management and to lead *best in class* across the Council
- A highly performing workforce representative of our citizens
- Deliver commercial excellence through robust, efficient, and effective commercial governance
- Lead the approach to medium term financial stability

## 2D. KEY DELIVERY MILESTONES FOR 2023-24

*An overview of 2023-24 key delivery activity (from the CPDP) that is relevant to the remit of this Committee.*

Corporate Plan Theme	Lead Directorate	Delivery Activity/Milestone
Prosperous	Council Management	Further harness and develop Birmingham's Council's Charter for Social Responsibility to use BCC procurement to: a) Further retain wealth by supporting local businesses including social enterprises, boost employment of local people, enhance diversity within BCC's supply chain, support employee voice including freedom of association and treat the supply chain fairly including prompt payment b) Support BCC's cost of living programme c) Explore expanding the principles of the Charter into the planning system and demonstrate ethical leadership by collaborating with the Birmingham Anchor Network
Best in Class	Council Management	Deliver commercial excellence through robust, efficient, and effective commercial governance, including action to: a) Embed a Category Management approach looking to maximise value from similar spend across the Council b) Further embed the Contract Management Framework to drive effective management of commercial arrangements c) Review tender documents to promote supply chain diversity d) Proactively tackle Modern Slavery in the supply chain e) create a Commercial and Investment Centre of Excellence
Best in Class	Council Management	Lead development of strategy to achieve Medium-term financial stability
Best in Class	Council Management	Delivery of the Bold People Service Plan
Best in Class	Council Management	Development of a high performing workforce including action to: implement best in class resourcing and recruitment services and job evaluation project

### 3. IMPROVEMENT AND CHANGE

#### 3A. TRANSFORMATION PROGRAMMES

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

##### CROSS-DIRECTORATE

- **Oracle** - This programme is now focused on stabilising the Oracle Fusion Cloud based implementation, through phases of 1) Safe and Compliant and 2) Optimisation.
- **Workforce Transition** - The aims of the Workforce Transition programme are to create a nimbler and more flexible workforce. In addition to rely less on contingent workers and reduce the costs of the workforce.
- **Job Evaluation / Pay and Grading** - The programme will review the grade/ pay structures and implement a fit for purpose / future-proofed pay model.
- **Centres of Expertise** - Building on progress made to date with consolidating business support roles and taking into account the size and complexity of the organisation, there are pockets of duplicated functions across the organisation which could benefit from consolidation into Centres of Expertise.
- **Review of all the Council's Leased Assets** - A review of leased property assets to determine potential revenue savings from the viable termination of each lease.
- **Robotic Process Automation** - Robotic Process Automation will be utilised to reduce the amount of effort spent on delivering manual, repetitive processes across 18 service areas in the Council.
- **Turnover Factor** - Aim is to reduce staffing budgets across directorates by reviewing and implementing vacancy factors across budgets
- **Review of 5-10K Leases and Rentals** - This project will perform rent reviews on lease renewals of leases between £5k and £10k in value
- **Voice Automation** - Application of Voice Automation technology in the Council's Contact Centres, reducing the volume of calls currently taken by a customer service agent.
- **Review of Fees and Charges** - Review non statutory fees and charges to identify opportunities to increase income'

#### 3C. OVERVIEW AND SCRUTINY RECOMMENDATIONS

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

##### Procurement Governance Arrangements

During Winter 2021/ Spring 2022 Overview and Scrutiny Committee undertook a cross party review of the existing rules (Procurement Governance Arrangements – PGAs) and a list of 22 recommendations were approved for carry forward into the new Procurement and Contract Governance Rules and the accompanying guidance documents.

A full review of Part D2 of the Council's Constitution has been undertaken and this was approved at Full Council in July 2022. In line with the recommendation of the July Cabinet further minor amendments to Part D2 of the Council's Constitution were approved in August 2022 which included sign off around the Waiver Procedure, Breach Procedure, and minor amendments to the Rules themselves.

The updated Part D2 of the Council's Constitution was uploaded to the Council's Constitution in August 2022, along with links to the new Waiver and Breach Procedures which were uploaded to Procurement Procedures.

## Council-Owned Assets

During 2020-2022 the Economy and Skills Overview and Scrutiny Committee undertook a review into Council-owned assets. This inquiry came about following cases raised amongst members of the Committee and their colleagues about the experiences of people or organisations seeking to buy or rent from the Council.

The Committee considered what strategies form the basis of decisions taken by Birmingham Property Services (BPS) in managing the Council's assets and asked what improvements could be made to the service for the benefit of the Council, its tenants, and prospective buyers.

Furthermore, the inquiry sought to ask what more could the Council do, through the use and management of its property estate, to ensure small and medium-sized businesses, community organisations and enterprises can play a full part in the city's economic development and regeneration.

In particular it sought to explore the weighting of social value as against financial gain applied by the Council in decisions taken regarding the Council's assets and estate management, both historically and in a post-Covid-19 economy.