

BIRMINGHAM CITY COUNCIL

CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE

FRIDAY, 23 SEPTEMBER 2022 AT 14:45 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 **NOTICE OF RECORDING/WEBCAST 14:45**

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

2 **APOLOGIES**

To receive any apologies.

3 **DECLARATIONS OF INTERESTS**

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

3 - 10

4 **ACTION NOTES - 8 JULY 2022**

To confirm the Action Notes of the previous meeting held on the 8th July 2022.

11 - 138

5 **CUSTOMER SERVICES PROGRAMME AND COMPLAINTS UPDATE**
(14.50 – 15.30)

To receive a report from Wendy Griffiths Assistant Director Customer Services and Business Support on the Customer Services Programme and Complaints. (Report carried over from 9 September 2022).

- 139 - 240**
- 6 **EVERYONE'S BATTLE, EVERYONE'S BUSINESS ACTION PLAN (15.30 – 16.05)**
- To receive a report from Richard Brooks, Director of Strategy, Equality and Partnerships on the Everyone's Battle Everyone's Business Action Plan. (Report carried over from 9 September 2022)
- 241 - 266**
- 7 **COST OF LIVING CRISIS (16.05 – 16.35)**
- To receive a presentation from Richard Brooks, Director of Strategy, Equality and Partnerships on the Council's response to the cost-of living-crisis (Report carried over from 9 September 2022)
- 267 - 366**
- 8 **SCRUTINY WORK PROGRAMME 2022/23 (16.35) (TO FOLLOW)**
- To review the Co-ordinating Overview and Scrutiny Committee work programme and receive updates on the work programmes for the other 7 Overview and Scrutiny Committee and the Scrutiny Inquiries.
- 9 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**
- To consider any request for call in/councillor call for action/petitions (if received).
- 10 **OTHER URGENT BUSINESS**
- To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.
- 11 **DATE AND TIME OF NEXT MEETING**
- To note that the next Coordinating Overview and Scrutiny Committee meeting will be held on the 14 October 2022 at 1000 hours in Committee Rooms 3&4, Council House, Victoria Square, Birmingham, B1 1BB
- 12 **AUTHORITY TO CHAIR AND OFFICERS**
- Chair to move:-
- 'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

BIRMINGHAM CITY COUNCIL

CO-ORDINATING O&S COMMITTEE – PUBLIC MEETING

**1000 hours on Friday, 8th July 2022, Committee Room C, Council House
Extension, 6 Margaret Street, Birmingham, B3 3BG**

Action Notes

Present:

Councillor Albert Bore (Chair)

Councillors: Deidre Alden, Mick Brown, Jack Deakin, Roger Harmer, Mohammed Idrees, Kerry Jenkins, Chaman Lal, Ewan Mackey, Saima Suleman, Alex Yip

Also Present:

Christian Scade, Interim Head of Scrutiny and Committee Services

Fiona Bottrill, Senior Overview and Scrutiny Manager

Amelia Murray, Overview and Scrutiny Manager

1. NOTICE OF RECORDING/WEBCAST

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

2. APOLOGIES

Apologies were submitted on behalf of Cllr. Akhlaq Ahmed

3. APPOINTMENT OF CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE DEPUTY CHAIR

The Chair proposed Cllr. Kerry Jenkins as the Deputy Chair of the Co-ordinating Overview and Scrutiny Committee. This was seconded by Cllr. Lal.

RESOLVED:

Cllr. Kerry Jenkins elected as Deputy Chair for the purposes of substitution for the Chair, if absent for the period ending with Annual Meeting of Council in 2022

4. DECLARATION OF INTERESTS

None declared.

5. ACTION NOTES

RESOLVED:

The action notes of the formal meeting held on 8th April 2022 were agreed.

6. SCRUTINY BUSINESS REPORT

The Chair presented the Scrutiny Business Report and advised that this was brought to Co-ordinating Overview and Scrutiny Committee prior to City Council on the 12th July. The report provided an overview on the priorities identified by each of the Overview and Scrutiny Committee during the informal meetings in June and an opportunity for members of the Committee to ask questions or raise any issues.

RESOLVED:

The Scrutiny Business Report was noted.

7. SCRUTINY WORK PROGRAMME 2022/23

The Chair presented the Scrutiny Work Programme 2022/23 report which set out the work programme for the Co-ordinating Overview and Scrutiny Committee and the inquiry proposals that had been made at the informal meetings held during June.

The Chair referred to Appendix 1 which sets out the work programme for the Co-ordinating Overview and Scrutiny Committee and highlighted the agenda items for the September and October meetings. The Chair reported that the Everyone's Battle, Everyone's Business Action Plan will be brought to the September meeting as the Cabinet Member was not available to attend the July Committee meeting. The September meeting will also receive a report on Customer Services, building on the previous work of the Committee on Complaints. In particular, the Committee will review how this work has been embedded across the council and changed the way the Council delivers services and the outcomes for residents. The Chair has met with the relevant officer to confirm the scope of the report. A third report for this meeting will be on the Council's response to the to the cost-of-living crisis.

The October meeting will consider a report following the Inquiry on Exempt Accommodation focussing on the recommendations that will improve outcomes for residents. The Deputy Leader will attend the meeting to report on her portfolio priorities within the remit of the Committee including Levelling Up and the

Devolution Trail Blazer. It was recognised that the timescales for these areas of work are dependent on central government.

During the discussion the following points were made:

- It was noted that the review of the Council's Overview and Scrutiny Procedures agreed at the previous meeting of the Co-ordinating Overview and Scrutiny Committee and has been included in the Co-ordinating Overview and Scrutiny Committee work programme (to be scheduled).
- It was confirmed that the Committee work programmes have been based on the discussions at the informal meeting held in June. Members of the Scrutiny Team then met with the Chairs to further develop the work programmes what will be considered at the July meetings.
- Equalities will be integral to the work of all Scrutiny Committees. The Every One's Battle, Everyone's Business Action Plan will be considered at the September meeting of the Co-ordinating Overview and Committee which will set out the direction of this agenda across the Council. It was noted that other Committees have identified reports that focus on equalities in their work programmes, e.g. the BLACHIR report (Health and Social Care OSC) and Breaking Down the Barriers Report (Economy and Skills OSC).
- Poor communication between officers in different council services impacts on service delivery. The experience of members in following up ward issues is relevant to the customer services report in September e.g. lack of response or poor communication.
- The issue of climate change has not been specifically identified by other Overview and Scrutiny Committees and as a cross cutting issue could fit with the Co-ordinating Overview and Scrutiny Committee. The Chair agreed to consider this proposal and report back to the next meeting.

RESOLVED:

The work programme attached as Appendix 1 was agreed.

The Chair set out the process to develop the proposals for scrutiny inquiries set out in Appendix 2. The role of the Co-ordinating Committee was to consider the proposals and identify the 4 inquiries that will be taken forward. The Chair invited the relevant committee chairs to put forward their proposal

Cllr. Jenkins explained why the Education and Children's Social Care Committee proposed the inquiry of child criminal exploitation (Appendix 2A). This also related to issues of County Lines and knife crime. Young people had become more isolated from services during the pandemic and criminals have exploited this targeting particularly vulnerable groups. The role of schools was identified as important responding to the increased risk for children and young people who have been excluded. It was highlighted that this inquiry would be a multi-agency approach. The

work of members to raise the importance of this issue was commended and it was discussed that recognised that a tight remit would need to be set as the issues are so interconnected there is a risk that a large piece of work becomes unmanageable.

Cllr. Suleman explained the proposal made by the Economy and Skills Overview and Scrutiny Committee on skills funding and current / future employment opportunities (Appendix 2B). Birmingham's rate of unemployment has been persistently high and performs poorly when compared to other areas. Members want to ensure that the skills offer in Birmingham is meeting the needs of employers and would look at specific sectors e.g. construction. It was discussed that many construction roles are currently filled from workers outside Birmingham. There is an equality aspect to this work and the inquiry would consider the role of women in the construction industry. The Chair responded that employers' needs are not currently being met and that the rate of unemployment in the city is 3 times the national average. He highlighted the issue of funding for skills courses that are currently funded through European Regional Development Funds (ERDF) and European Social Fund (ESF) but will end once delivery is completed. Other points members made included:

- How people know what training and careers are available including alternatives to university.
- How does training help to break the cycle of unemployment and poverty and which organisations are responsible for scrutinising the effectiveness of training providers.
- Understanding the impact of programmes aiming to reduce unemployment – does this benefit the individuals and communities in Birmingham who require the greatest support rather than attracting a work force from outside the city.

Cllr. Brown set out the 3 proposals that the Health and Adult Social Care Scrutiny Committee put forward. Appendix 2C was proposal for a joint inquiry with the Commonwealth Games, Culture and Physical Activity Overview and Scrutiny Committee on the health and wellbeing legacy of the Commonwealth Games. He set out that benefits are broader than physical activity and include mental wellbeing, reducing social isolation and the longer-term impact of depression and dementia. Cllr Deakin highlighted that this linked with work the Commonwealth Games, Culture and Physical Activity Overview and Scrutiny Committee has identified regarding the digital asset map including cultural and physical activity assets.

Appendix 2D set out the proposal for a joint inquiry with the Education and Children's Social Care Overview and Scrutiny Committee on children and young people's mental health. It was recognised that the pandemic has had a huge impact on young people's mental health and the inquiry would identify where needs are and are not being met.

Appendix 2 F set out the proposal for the inquiry on why dementia is different for women. Research shows that women are disproportionately affected by dementia and the role of carers for people with dementia who suffer from anxiety and social isolation.

Cllr Idress presented the proposal from the Housing and Neighbourhood Overview and Scrutiny Committee on street cleansing. This is the issue that results in most complaints to the Council. The inquiry would include work with Housing Associations and social landlords to understand their work with tenants to ensure they carry out their responsibilities. The inquiry would also include work with estate agents that manage properties for landlords and understand best practice, learning from Keep Britain Tidy. It was clarified that this build on the discussions that the Committee had during the previous year about litter bins and this work could follow on from the proposed inquiry.

The Chair asked members to decide up to 4 inquiries to go forward. It was confirmed that there is capacity in the Scrutiny Team to support 4 inquiries at any one time. During the discussion the following points were made:

- Domestic abuse has not been identified as an issue for an inquiry and with one in three women experiencing domestic abuse and that nine out of ten cases do not go to trial this is an issue that should be considered. It was recognised that this would not be considered as an inquiry proposal but could be included in the work programme for the relevant Committee, potentially the Housing and Neighbourhood Overview and Scrutiny Committee as the committee with responsibility for scrutiny of the Community Safety Partnership or Co-ordinating Overview and Scrutiny Committee as a cross cutting issue affecting children and families.
- The proposal for the Street Cleansing Inquiry overlaps with the work on Customer Services that will be undertaken by the Co-ordinating Overview and Scrutiny Committee. The Street Cleansing Inquiry also links with localisation supporting local member and residents to work together to address issues e.g. litter picking and how this is valued.
- While 4 inquiries will be decided at this meeting, the inquiries not selected could be considered once capacity is available when inquiries are completed.

The Chair explained he wanted an open process to decide the 4 inquiries and asked for suggestions.

Cllr. Dakin proposed the following inquiries Child Exploitation (Appendix 2A) Commonwealth Games Legacy (Appendix 2C) Economy and Skills (Appendix 2B) and Dementia (Appendix 2E)

Members discussed the Cleaner Streets proposal further as an issue that is important to residents but that it will be included in the Customer Services work undertaken by the Co-ordinating Overview and Scrutiny Committee.

Members also discussed the capacity in the Scrutiny Team and that when resources had been greater each Overview and Scrutiny Committee could choose its own inquiry without needing to put forward proposals to the Co-ordinating Overview and Scrutiny Committee. It was confirmed that currently there are 8 officers supporting Overview and Scrutiny including 1 Manager for O&S and Committee Services, 2 Scrutiny Managers and 5 officers, however some of these work part time. Full details of the scrutiny team can be shared with the Committee. It was recognised that the

decision about the number of inquiries has to be based on the resources currently available and any proposal about additional resources could be put to City Council.

Cllr Yip proposed an amendment to the inquiries proposed by Cllr. Dakin to replace the inquiry on Dementia with the inquiry on children and young people's mental health.

This amended proposal was supported by the members of the Committee.

RESOLVED:

The inquiries to be undertaken were agreed as:

Commonwealth Games Health and Wellbeing Legacy: To be led by the Commonwealth Games, Culture and Physical Activity Overview and Scrutiny Committee as a joint inquiry with the Health and Social Care Overview and Scrutiny Committee

Children and Young People's Mental Health: To be led by the Health and Social Care Overview and Scrutiny Committee as a joint inquiry with the Education and Children's Social Care Overview and Scrutiny Committee.

Skills and Employment: Economy and Skills Overview and Scrutiny Committee

Child Exploitation: Education and Children's Social Care Overview and Scrutiny Committee.

There is no requirement for political balance on the inquiry task and finish groups. It was agreed that inquiry task and finish group membership will aim to be inclusive across political groups.

Recommendations 3.5 and 3.6 to be considered by the Chair following the meeting in consultation with officers

8. WORK PROGRAMMES DATE AND TIME OF NEXT MEETING

It was noted that next meeting of the Co-ordinating Overview and Scrutiny Committee will be 9th September at 10.0am

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

None.

10. OTHER URGENT BUSINESS

None

11. AUTHORITY TO CHAIRMAN 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.

The meeting ended at 11.49 hours.

Birmingham City Council

Coordinating Overview and Scrutiny Committee

23 September 2022



Subject: Customer Service Programme and Complaints Update

Report of: Wendy Griffiths, Assistant Director, Customer Services, Business Support & Digital Mail Centre

Report author: Wendy Griffiths

Does the report contain confidential or exempt information? ☐ Yes ☒ No

If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential: N/A

1. Purpose and Attached Documents

- 1.1. This report provides an update to the Coordinating Overview and Scrutiny Committee on the Customer Service Programme that was launched in January 2022 and the Council's Complaints process that was launched in April 2021 following an independent review.
- 1.2. The report will provide background and updates on both areas and seek views on the priority areas for the further development of the Customer Service Programme.

2. A History of Customer Service and Contact

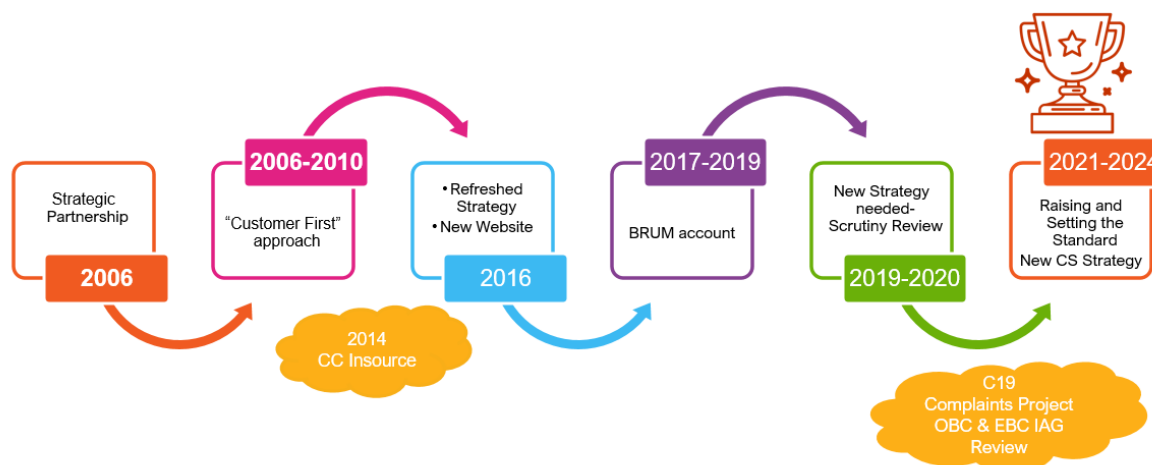


Figure 1 - A history of Customer contact at Birmingham City Council

2.1. One of the lessons from the previous “Customer First” approach was a lack of organisational leadership and buy-in from all parts of the Council. This led to a very inconsistent customer experience, which was made worse during the pandemic when online access was often the only choice citizens had. In March 2021, the Council commissioned a review of the services we provide to our citizens; and to provide insights on how we can improve. The review confirmed our suspicions:

- We do not provide consistently high-quality customer service across the board.
- In places, our customer service offer is both quite traditional and inadequate.
- Gaps found in our level of customer care and a significant number of areas where we must improve.

This strengthened our resolve and provided us with essential guidance on where we needed to start.

3. Customer Service Programme Update

3.1. In December 2021, following the in-depth review referred to in Section 2.1 above, the programme received Cabinet approval to implement the [Customer Service Strategy](#) and to embed change and improvement in how the Council delivers its services to citizens through all access channels. This approval was for an initial 12 months with a £ 1.69m budget allocation, initially focussing on ‘Fixing the Basics’ as outlined in the Strategy commitments (see *Appendix A*). The programme undertook analysis of existing BCC data sources (i.e. Online Brum; Corporate Contact Centre, CSAT and Online Fire & Send forms (i.e. online forms with no integration into line of business systems or workflow) to identify the services our customers engage with most frequently. The analysis highlighted high volume services such as:

- Housing (repairs, applications and ASB)
- Waste (garden waste renewal, replacement and missed bins)
- Highways (repairs, fly tipping, report pavements)
- Revenues & Benefits (benefit entitlements)
- Education & Skills (school admissions, child bus pass)
- Bereavement Services (register a death)

3.2. The principles of our Digital Strategy were instrumental to informing the approach of the Customer Service Programme, and in adopting this new way of working, the agile methodology ensures the programme is human-centred and conducts the user research required to provide the evidence base to ensure service design

meets customer needs – putting our customers at the heart of everything we do. This objective is being realised as illustrated in the achievements to date in section 5.

3.3. Our Customer Service Strategy makes the following commitments to our customers which underpins the goal of the customer service programme and aims to make it easier for customers to get to the services they need, by;

- using technology to make our services better for our customers
- making it easier for our customers to talk to us
- listening to what our customers have to say
- making it easier for customers to access the information they need online
- training our staff better to help our customers
- becoming more connected so we can respond faster
- working with our customers to build the services they want and need
- building better relationships with the people of Birmingham.

The ambition was split into three levels: Fix the basics, Raise the standard and set the standard with each level having a set of commitments to deliver. The full list of commitments is available in Appendix A.

3.4. To understand the current customer experience for high demand services, the programme conducted an initial discovery phase focused on Waste Management, Housing Repairs, Bereavement Services and Highways. Through user research and data analysis the programme sought to understand the current customer and staff experience, including pain points and user needs, in order to identify a model customer experience, based on best practice that will increase/improve satisfaction.

3.5. Based on evidence from the research, a high-level common 'gold standard' customer experience was developed that is intended to be broadly applicable to any service area; and provide the north star underpinning the activity of the Customer Service programme.

'Gold standard' customer experience

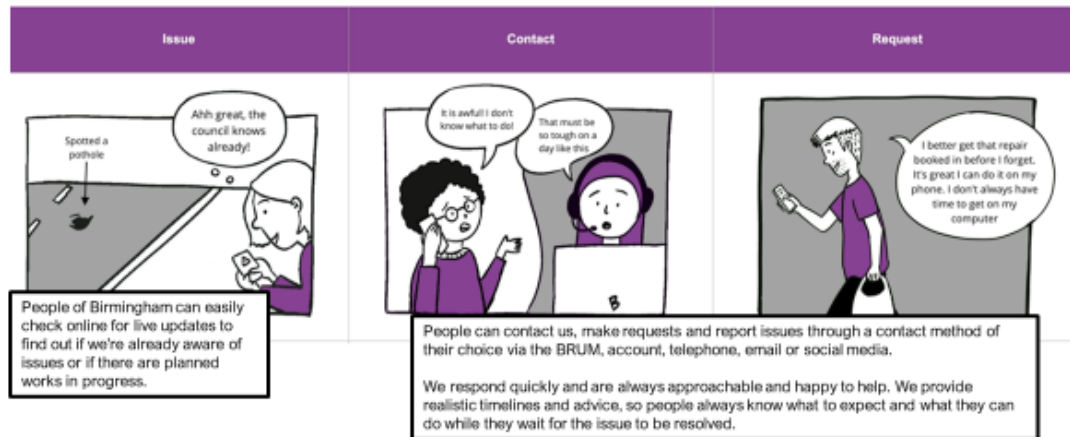


Figure 2 – Visual bringing to life the target ‘gold standard’ customer experience

3.6. In addition to the development of the ‘gold standard’, findings from the research provided the following insights:

About our customers:

- People are proud of Birmingham
- There are mixed views of the council
- Trust in the council (and Government as a whole) is low
- There is an awareness that the council is stretched
- There is some discontent around political and contractual structures within the council

Research themes:

- Most people commented on a lack of **communication** when interacting with council services
- Decisions aren't made **transparently**, there is a lack of understanding about why things happen
- There is an expectation that the council should be **proactive** – some things shouldn't need customer interaction
- People should be treated **empathetically**

What **good** customer service looks like:

- People don't need to submit a formal complaint when things go wrong
- People want the council to be held to account but won't always take action to do so
- Examples of good customer service include being kept informed, being treated with empathy and ease of use
- A general belief that the council can achieve 'good customer service' but expectations are low

- Customers expect the council to make improvements around training and culture

4. Outputs

4.1. Playbacks to the services covered over 50 recommendations (*Appendix B*) that the programme and service areas needed to consider and prioritise, each detailing the insight (with supporting storyboards, personas, user journeys and user stories) and a recommendation. Three key themes:

- **Communication:** with customers, within services and between services
- **Complaints and feedback:** asking at the right time, making it easy to give feedback and action being taken by the service as a result
- **Use of digital (data insight and customer journey) and technology (systems, processes, online capability):** we need to address the paper based, manual processes and maximise what is already available

4.2. The insights detailed in paragraph 3.6 of this report will inform the next phase of work with the service areas:

- **Culture Change:** To embed the principles of Our Customer Charter through active conversations with staff to ensure all 11,000 employees provide a basic level of customer care – putting people first all the time, every time.
- **Web Content Review:** To ensure customers access the right information at the right time and content is accurate and update. Meeting the standards outlined in the new content governance strategy.
- **Bereavement Services:** To provide clear, accessible guidance (end to end) to help people understand how to lay a loved one to rest in Birmingham.
- **Waste:** Investigate how we can enable proactive digital communication between the Waste service and residential customers e.g. against missed, assisted collections and garden waste.
- **Housing:** To develop a common understanding of the current end to end journey of a housing tenant. Agree options to proto-type and test with users using evidence-based user needs.
- **Customer Panel:** Giving our customers a voice - to take an active role in shaping the services we deliver to make sure we continually meet people's needs.

4.3. Inflight workstreams and the growing product backlog (pipeline) present opportunities for BCC to achieve outcomes such as:

- Improved customer service across a range of priority service areas

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

4.4. Organisationally the programme is part of the Fit for Purpose Council (see Figure 3), one of the three strategic portfolios of work that form part of the Birmingham City Councils Delivery Plan.

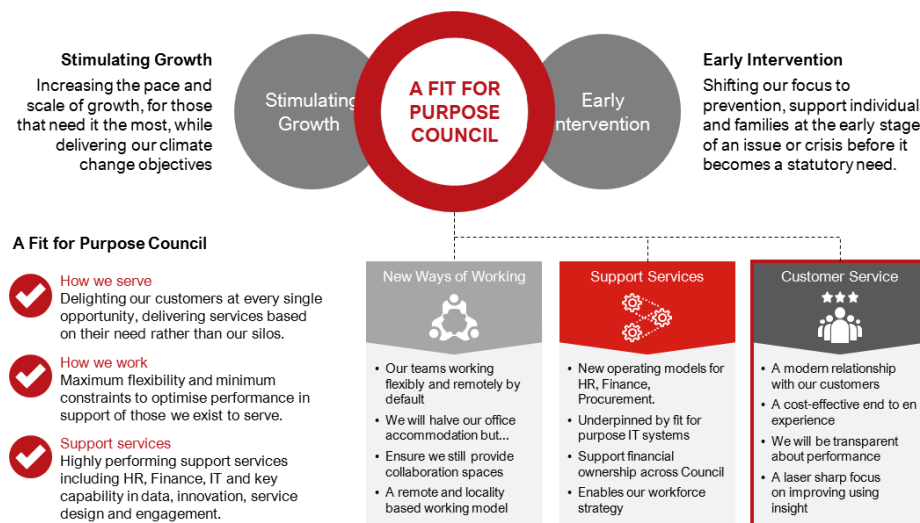


Figure 3 – Fit for Purpose Council Portfolio (Note: the locality based working model is being worked on via the Early Intervention & Prevention Programme)

Figure 3 above provides a high-level summary of how the programme relates to our parent portfolio and other strategic transformation initiatives across the council. The Fit for Purpose Council Portfolio has the following objectives:

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

5. Achievements to date

- Launch of [Our Customer Service Strategy](#) (inc [easy reads](#))

- First iteration of the [Our Customer Charter](#)
- Brum Account:
 - Skip Licencing (automated advanced payments) and Mapping solution
 - Highways Licensing (automated advanced payments, view/track updates)
 - Highways Dropped Kerbs (process automation, advanced payments, view/track status updates)
 - Fly Tipping (customer location map enables customers to pinpoint areas of fly tipping for accurate reporting)
 - Benefits online (view benefit awards and payment schedules)
- 166 pdf forms and out of date documents removed as part of the web content review
- Web Content Strategy and Governance developed
- Web Content Audits completed for Highways (143 pages); Housing (380 pages); Waste (178 pages) and Bereavement (94 pages)
- Content creation and improvements via www.birmingham.gov.uk implemented for:
 - [Bereavement Services](#) inc [Arranging burial or scattering of ashes](#), [pre-registering a death](#)
 - Waste [HRCs appointments](#), [Report missed bin or sack collection](#)
 - Elections and Voting [Annual Canvas](#)
- Contact Centre: Planning to migrate customer contact for Bereavement Services by the end of 2022. Home to School Transport customer contact was transferred into the Contact centre August 2022, providing better more resilient customer experience through single contact numbers.
- Customer Panel: There is a pool of 2500 citizens who have been engaged as part of the customer research. Citizens were invited to participate in research for their preferred service of interest. A customer panel has also been formed and a citizen has been appointed as the Chair with a team of core members including reserves recruited, profiled against 2022 Census data
- Culture Change – phase 1 customer standards workshops piloted with Adult Social Care and Digital & Customer Services Directorates to embed principles of our customer charter. These workshops are now in the process of being rolled out to all Directorates.
- Examples of how complaints data is being used to improve the customer experience are detailed in section 9 of this report.

6. Customer Service Programme – beyond January 2023

- 6.1. Adopting an agile methodology and human-centred delivery approach is still new to BCC, however the programme is adapting well, to build organisational capability and experience as well as helping us to embed the approach, so that continuous improvement to customer service becomes second nature.
- 6.2. The Customer Service Strategy vision takes us beyond the ‘Fix the Basics’ of the programme’s first year, with ambitions to ‘Raise the Standard’ from Year 2 onwards, with a maturity roadmap to ‘Set the Standard’ and become a best-in-class exemplar for customer experiences. The programme’s growing backlog of work builds on the scope of the Strategy commitments, to now also contain

features uncovered during the further user research; as well as service area 'asks' to support service improvements to enhance the customer journey

6.3. However, the programme only has commitment for an initial 12-month delivery plan and is consulting to continue the Customer Service Programme with a view to securing the funding required for forthcoming years (January to December 2023-2025) and ensure we address the commitments outlined in the Customer Service Strategy. The ability to continue to deliver value to the service areas and work at pace requires a resource profile consisting of a multi-disciplinary delivery team with capability to work across multiple workstreams.

6.4. The scope for 2023/25 is based on the active reviews being undertaken by the service leads; the programme backlog; and as the programme continues to build momentum, the number of services requesting support. This has informed the high-level view of sequencing for services potentially in scope (Please refer to Appendix C: Proposed programme roadmap); and the programme is seeking to validate these as the correct services to prioritise for development:

- Highways
- Waste Services
- Housing Management
- Bereavement Services
- Children's & Families
- Adults & Social Care
- Contact Centre onboarding a broader range of services
- Web Content Review

Taking these service areas through the roadmap outlined in Appendix C will achieve the overall aim of delivering a best-in-class relationship with customers offering an improved, consistent, and cost-effective end-to-end experience when they access services, information, or advice from the Council.

7. Recommendations for Coordinating Overview and Scrutiny to consider for the Customer Service Programme

- It would be useful for the Committee to give their view of priorities and focus areas for the delivery plan for the programme for subsequent years. This can then be built into a firm delivery plan building upon the outline shown in Appendix C.

8. Complaints Update

8.1. Following on from the Overview & Scrutiny report recommendations in 2019, there were 11 recommendations to be implemented of which 4 were specific to the complaint's activity. These were as follows;

Recommendation	Progress
R04 - That the measure of customer satisfaction is reviewed, to either reflect those who report a "good" experience, or an alternative measure used. Officers should also explore working with the LGA to agree a standard measure of customer satisfaction to allow proper benchmarking across Councils.	The current contract for the Customer Satisfaction system is at capacity and no new services can be added without making the contract non compliant. The Customer Service programme will be rolling out the new Customer Satisfaction capability procured as part of the wider Contact Centre telephony procurement which is scheduled to be completed by the end of May 2022. Following the implementation a corporate roll out will commence. CSAT for complaints is within the compliance levels and therefore is due to be launched in October 2021. Reporting on root causes and learning for complaints to be launched for Quarter 2.
R06 - That an escalation mechanism is built into the revised approach to enquiries and complaints across all council service areas, to include root cause analysis of problems and complaints, with clear management action taken to rectify them. This should include reporting back to members as to the progress of enquiries , so they are not obliged to chase for responses	Clear escalation routes have been identified for each service area. Clear definitions for enquiries and complaints. Root cause analysis identified for Quarter 2 reporting with a mechanism to report findings to relevant stakeholders for moving forward into improvement projects. Further reporting developed weekly to identify cases that require updates for teams to ensure consistent action.
R07 - Members should also receive reports from the contact centre about the enquiries/ complaints in their ward to give visibility on what citizens are raising with the Council.	Casework reports have been drafted along with ward enquiry and complaint volume and root cause data. These will be implemented for Quarter 2 reporting (End October 2021)
R10 - That the preferred option for Member enquiries is pursued, subject to the findings set out above; and that a draft of the protocol is brought to the committee for comment and review before it is agreed. Within that, there should be a clear set of options for Members dependent on the type of enquiry	Members protocol was drafted, presented to the committee April 13 th 2021, agreed to be progressed by officers and implemented on May 24 th 2021 The protocol give 4 options for contact and include service level agreements for enquiries complaints, emergencies and escalation.

It was agreed that an in-depth review of complaints would be commissioned in 2019.

The findings of the review are summarised as;

- The number of complaints received per Citizen was showing ten times higher when compared to other authorities of a similar size (1.2 per thousand), although accurate measurement of how many customer complaints was noted.
- Customer satisfaction (BCC: 68%) was lower than the average across the whole public sector (73.9%)
- No clear process for Citizens and Members to follow
- No Members Protocol or process for vexatious complaints
- No clear definitions of a complaint or enquiry
- Processes differed across each directorate
- Citizens had seven different channels to use to complain and there were at least three different systems in use to record and track complaints, therefore a lot of confusion and lack of consistency in reporting
- Complaints were going unrecorded with volumes included in reporting not reflecting the true much higher volumes
- Service failings that because complaints were not resolved, creating complaints that could have been avoided
- No one set of reporting to highlight to service areas the failures occurring and more importantly allowing informative decision making to ensure action is taken to stop repeat failure

8.2. The Council's Leadership team recognised the current complaints system was not fit for purpose and agreed to invest £1.2 million in additional resources over

2yrs from April 2021) to improve our offer to citizens and create a learning culture from complaints with the expectation that this investment could reduce over the 2yr period. Within the first year the service achieved the enablers for successful implementation and progression. The outcomes were as follows;

- One system for all complaints, Member enquiries, comments and compliments
- An updated complaints policy, creation of Unreasonable/Unreasonably persistent policy and Member's protocol.
- Dedicated complaints teams embedded within each Directorate to investigate, challenge and support improvements
- Robust quality assurance undertaken within the service on the quality of response to ensure the outcomes for the citizen are effectively investigated and show empathy and positive tone. This work is assisting the teams to learn and improve the way responses are written and received which will improve delivery of an empathetic response and resolution to go beyond the customers' expectations.
- Comprehensive single point reporting which provides detailed analysis of complaints and enquiries.
- Member's reporting has been developed which includes ward root cause analysis. These dashboards are ready for testing by Member's during September 2022.
- Service improvement plans within each Directorate initiated through the comprehensive data readily available to improve the citizen experience. The interrogation of the data also identifies complaints closed as 'not justified' to see what can be actioned to reduce complaints when the correct policy or process has been followed.
- Case studies that bring the data alive are developed for each service area to review the journey for the citizen whilst identifying areas of good/poor practice across the Council. These enable improvements and highlight where complaints could be avoided.

8.3. In year 1 there has been a reduction in escalated (stage 2) complaints by 3% from 13% of stage 1 complaints in 2020/21 converted to stage 2, compared to 8% of Stage 1 complaints converted in 2021/22. Over 2021/22 there was a reduction in upheld Ombudsman complaints of 10% (Q1, 38% Q4, 28%).

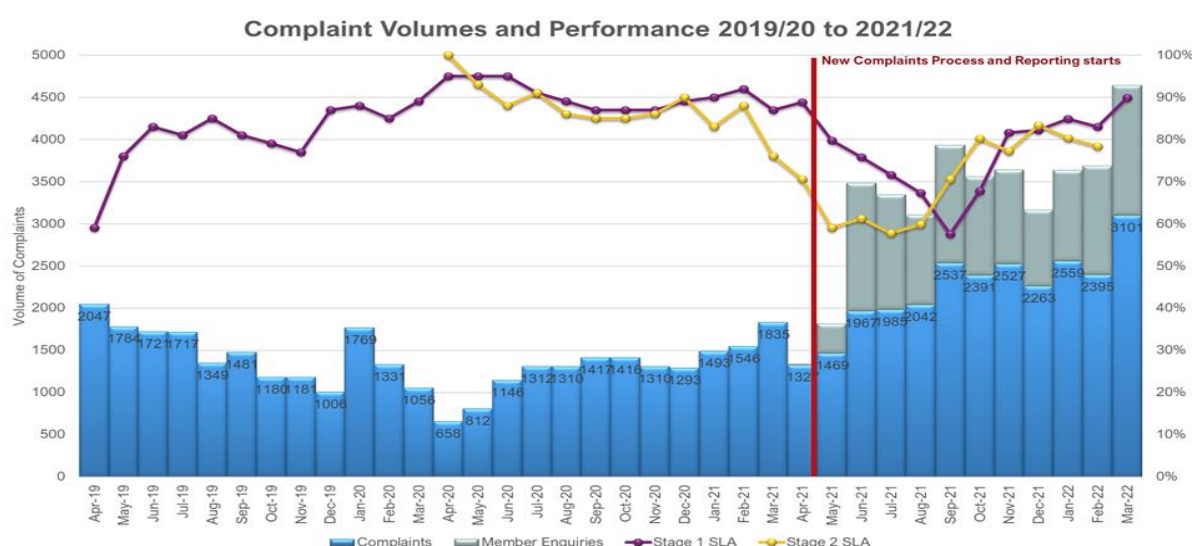
8.4. With all complaints in one system the Council can now see the true volume of complaints into the Council (complaints received 2020/21 verses 2021/22). Prior to launch, the volume of complaints received at both stages for 2020/21 was 15,547. For the same period 2021/22 the service received 26,555.

8.5. Prior to the launch of the new process there was no single point of entry for Member's enquiries and Member complaints presenting a difficulty to determine a true level received per year. Members often sent enquiries directly into services with no visibility, and high level of dissatisfaction from members was fed back relating to the lack of response from the service area. It was projected that volumes from Members would increase throughput into the single entry by

approximately 10%. However, the first full year post go live saw 11,242 enquiries directed through the single channel for investigation, a significant increase on Member volumes that were able to be recorded prior to the new service launch.

8.5.1. As you can see from Figure 4 below with the addition of the Members enquiry service the volumes remain unprecedented within Birmingham City Council, although volumes before the implementation of the new system, process and policy are not reliable.

Figure 4 – Complaint volumes and Performance 2019/20 to 2021/22



8.6. There is an expectation for year two of this project that service improvement activity and service transformations across the Council will create a reduction in complaint volume which in turn will reduce the resource allocation required for teams. However, due to the delay of such projects across the Council and the volumes that the services are currently experiencing, there is a risk that the full outcomes will not be achieved within the projected 2-year period. A Business Case to extend the funding is being put forward on the basis that we have not seen the reduction of complaints that was expected, we have in fact seen an increase.

8.7. The service improvement activity required in Directorates informed by learning from complaints is not being implemented at the scale and pace required in order to reduce complaint handling teams down to the planned levels, therefore there is a risk that with only one year funding remaining if we do not receive approval to extend contracts, service levels will dip to levels which would not be deemed acceptable and place the authority at risk of reputational damage.

9. Examples of how we are using the complaints data to improve the customer experience

9.1. City Operations – Missed Assisted collections

The service has created a better way to manage the information on a dynamic basis to triangulate data from complaints, service requests, and dropped work. This has then identified the top repeat citizens/addresses for the service to focus on a long-term solution.

There are monthly waste tasking sessions which focus on specific repeat addresses. The agenda will be dedicated to each address in the top ten list, so a maximum of thirty addresses will be discussed during the meeting. Those in the meeting will review each property or address and agree on a completion deadline and an identified responsible officer

Reported benefits for this piece of work are expected from Month 2 onwards (September 2022) which we expect to show the previous top ten from last month have not featured since for complaints, service requests, and dropped work. However, there is now some evidence of reductions in complaints received

A process of tracking improvement has been implemented to evidence this improvement. The intention is to report back to City Operations management with the findings following the first 4 sessions. It is expected that we will be recommending a programme of work for 2023 at this stage to continue to realise improvements. The specific focus is to on where we keep getting the customer experience wrong to ensure the cycle is broken and lessons learnt for continuous improvement.

9.2. Cross Directorate Project in the Ladywood Ward

There were a higher than usual amount of Member Enquiries from the Ward Councillors for Ladywood Ward, which were about a small number of roads experiencing a number of difficulties. We examined the complaints and Member enquiries data, to look at the number and type of complaints coming through for this area. We found that there was a combination of issues that caused the complaints.

- Waste often left on the street – numerous causes but includes, Waste not collected, Fly-tipping, Dropped waste from passers-by
- Poor Parking – which can cause Bin collections to not happen
- Area has a lot of houses with multiple occupants (HMOs) and student accommodation – residents are often short term and may have less pride in area or not know how to dispose of waste correctly.
- Lots of building /renovations happening and builders skips, supplies and waste is often located in the roads and can add to the waste issues.
- Anti-Social Behaviour – often reported close by in the Ballroom Car Park (now gated and not in use)

We used the complaints data and the information gained from the Councillors to bring together the right services from across the Council to look at what we could achieve to make a positive impact for the residents of this area.

The project is ongoing, we are looking at transferring all households onto the same type of bin collection, to reduce the need for so many wagons to access the roads. We have been out to remove fly-tipping and are looking to support residents and community champions with Clean-up days, waste education and community waste days throughout the year.

We are also working on visiting all the Licensable Landlords in the area, and as part of the conversation talk about waste compliance and regulations.

9.3. City Housing - Housing Applications backlog

In September 2021 the Housing Applications Team had backlogs of circa 14,912 applications awaiting processing which was impacting citizens joining the housing register and prompting the increase in complaints within the service. In Q2 and Q3 of 2021 City Housing managing applications received 648 complaints relating to applications with the root cause of 'delay in doing something' reaching 33% as the main problem category of complaints for City Housing.

15 interim support advisors were provided by Customer Services to assist with reducing the backlog of applications. The additional support worked between September 2021 and January 2022 and reduced the number of applications to 5,727 which was handed back to the service, who recruited an additional 7.5 FTE to manage this workload. This workload as of 31st August 2022 is currently at 4,655. Since the intervention Q4 2021 and Q1 2022 has received 304 complaints (221 in Q4 and a further reduction to 83 in Q1 2022) related to applications a reduction of 344 complaints overall with a downward trend in this area.

10. What are the Next steps for the Complaints Work?

While much of the complaints work has been completed, there remain some further developments to ensure it is fully embedded in what we do. These are:

- 10.1. Members Complaints and Enquiries Dashboard including Ward root cause analysis Go-Live and roll out by the end of September 2022
- 10.2. Continuation of service improvement activity
- 10.3. Understand and embed learning from Ombudsman outcomes
- 10.4. Develop and submit Business Case for the extension of funding from April 2023.
- 10.5. Further analysis work to be undertaken to develop speedier solutions for Member's enquiries

11.Appendices

- 11.1. Appendix A: Customer Service Strategy Commitments
- 11.2. Appendix B: Discovery recommendations
- 11.3. Appendix C: Proposed programme roadmap

Appendix A – The Commitments, the service standard they relate to and their target dates within the Customer Service Strategy (as agreed by Cabinet in December 2021)

Theme	Customer Service Standard	Commitment	Description	Target
A customer focussed Council	Fix the Basics	Complaint Analysis	Where we don't always get it right, we will listen and act swiftly to resolve complaints and ensure that the root causes are known so that we can fix service issues in the longer term to avoid repeat complaints by October 2021	Oct-21
A customer focussed Council	Fix the Basics	Accessibility	We will review all our websites to ensure that they cater for everyone's accessibility needs by December 2021	Dec-21
A smarter Council	Fix the Basics	Connecting our Teams	We will create a network of customer service champions, by December 2021, across services, to work together to identify new ways of working better for you. Where we receive cross service and multiple team complaints, we will form working groups on your behalf to resolve and fix local issues that communities face by working collaboratively with partners and the community to address the root causes of complaints	Dec-21
A customer focussed Council	Fix the Basics	Communicating change	We will launch an annual customer services communications plan, starting in January 2022	Jan-22
A connected City	Fix the Basics	Signposting for you	We will identify the top 50 non council service requests and ensure we prioritise and signpost to them on our website by March 2022.	Mar-22
A connected City	Fix the Basics	Easy searching	We will improve search capabilities on our website, so it is easy to find the right service provider for your needs, by March 2022.	Mar-22
A customer focussed Council	Fix the Basics	Our contract with you	We will develop a customer charter, setting out the customer service standards you can expect from us by May 2022	May-22
A connected Council	Raise the Standard	Helping you stay on top of things	We will be able to send you simple reminders for your appointments by June 2022	Jun-22
A connected City	Fix the Basics	Community hubs	We will conduct a review of our properties by June 2022, to identify the best locations for community hubs / one stop shops, with partners.	Jun-22
A customer focussed Council	Raise the Standard	Giving you a voice	We will launch customer service panels, for citizens, young people etc, by August 2022	Aug-22

A customer focussed Council	Raise the Standard	Testing our services	We will recruit and launch our first mystery shopping teams in by August 2022.	Aug-22
A connected Council	Raise the Standard	Speeding up your frequent tasks	We will identify the top 50 service requests and prioritise digitising them, with many available online by August 2022.	Aug-22
A connected Council	Set the Standard	Digital to promote healthy lifestyles	We will identify the top 50 service requests and prioritise digitising them, with many available online by August 2022.	Aug-22
A connected Council	Fix the Basics	Getting our information right	We will review and update information and materials we provide about our services on our website by September 2022.	Sep-22
A customer focussed Council	Fix the Basics	Owning customer service	We will ensure that all 11,000 of our staff have completed customer centricity training by December 2022	Dec-22
A smarter Council	Raise the Standard	One view of you	We will develop our single view of you, sharing data safely and securely across the top 10 service areas, by the December 2022	Dec-22
A smarter Council	Raise the Standard	Getting ahead of demand	We will look for ways to work smarter, pre-empting your contact wherever possible across the top 10 service areas, by the December 2022.	Dec-22
A smarter Council	Set the Standard	Keeping you informed	We will identify the top 5 activities you would like to know about in your area (e.g. planned roadworks) and trial pre-emptively tell you, by text or email, by December 2022. We'll then plan for more!	Dec-22
A smarter Council	Raise the Standard	Redesign our customer service set up	We will create a new team to provide earlier support and intervention, bringing together the parts of the council providing the top 50 targeted and specialist services, by January 2023.	Jan-23
A connected City	Raise the Standard	Asking you to help out	We will trial using digital technologies with a first cohort of 10 citizens, linking them to family and friends who can help out with their care, by January 2023.	Jan-23
A connected Council	Raise the Standard	A single front door	We will have a broader range of services through our, dedicated and specialist customer service team by March 2023	Mar-23
A connected Council	Raise the Standard	Speeding up your frequent tasks	We will develop the technology to share your information, in a safe and secure way, so that you don't have to keep repeating information to us approach by March 2023	Mar-23

A connected Council	Set the Standard	Personalised service alerts and reminders	We will personalise automated reminder texts and emails, based on your circumstances and preferences (e.g. channel, time, messaging etc), so you never have to miss a deadline or an appointment with us, by March 2023.	Mar-23
A customer focussed Council	Set the Standard	Sector leading customer service	We will create a customer service Centre of Excellence by April 2023	Apr-23
A customer focussed Council	Raise the Standard	Unblocking services	We will have reviewed all our major processes to remove unnecessary steps and blockers by December 2023.	Dec-23
A customer focussed Council	Raise the Standard	Understanding you	We will use publicly available data sets to really understand the make-up of those in Birmingham and use this information to help shape our services by December 2023.	Dec-23
A smarter Council	Set the Standard	Pointing you to services	We will identify the top 20 related services (e.g. school applications and local summer activities) and start automating linked messaging by December 2024.	Dec-24
A connected City	Raise the Standard	Located together for you	We will co-locate with other service providers and partners, able to jointly support your needs, by December 2024.	Dec-24

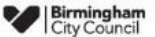
Customer Service Programme Discovery Report

Creators – Delivery Team 2
April 2022



BE BOLD BE BIRMINGHAM

Page 29 of 366



Contents

Discovery background	3 - 9
Discovery approach & scope	10 - 18
Research and analysis	19 - 72
Recommendations	73 - 104

Discovery background

What is a discovery and why did we need to do one for the customer services programme?



What is a discovery?



Our approach is aligned with the Government Digital Service Standard. Discovery is the first phase of this approach.

The discovery phase aims to provide a better understanding of:

- The users, including their pain points and user needs
- The end-to-end service and identified user journeys
- Ideas and options of how we can improve the existing service
- Recommendations for the next phase (alpha)

What is a discovery?



Discovery isn't a linear process. It's a complex, messy process that is happening all at once

During this process we seek to understand the context and our users. We validate any assumptions we have.

Whenever we learn new information, we need to revisit our previous decisions and ask if this new information changes anything.

The customer service discovery

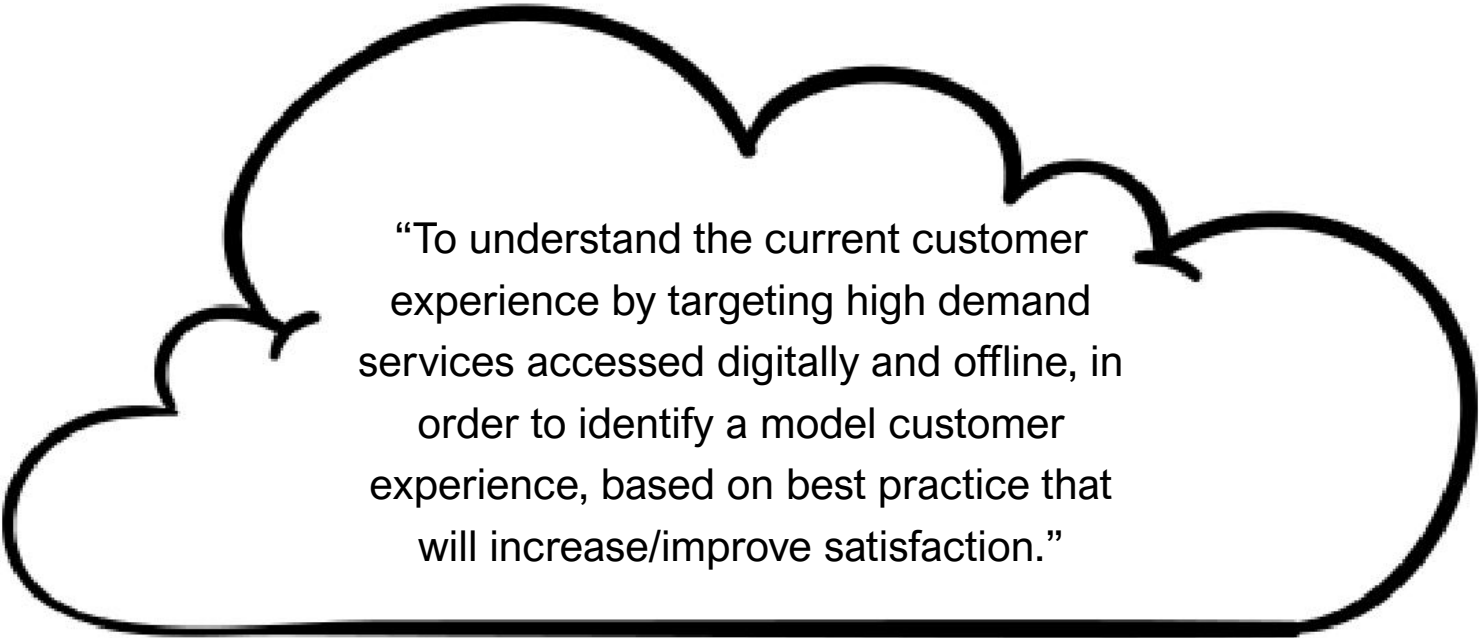
We are working as part of the Customer Service Programme that is underpinned by the council's new [Customer Service Strategy](#).

The team has been assigned to undertake an initial discovery that will help us to understand the current customer experience for high demand services. We have focused on Waste Management, Housing Repairs and Highways.

Through user research and data analysis the team have sought to understand the current customer and staff experience, including pain points and user needs.

From this the team has developed a common 'gold standard' experience that is intended to provide a north star that will underpin future activity of the Customer Service Programme.

Discovery goal



“To understand the current customer experience by targeting high demand services accessed digitally and offline, in order to identify a model customer experience, based on best practice that will increase/improve satisfaction.”

Problem statements (to be explored & solved)

1. There is limited information readily available to understand the identified high demand services end to end
2. There is limited information about the service users and their needs
3. There is inconsistency of customer experience across our service areas, both online and offline

Service needs (to be explored)

1. We need to understand if there are any opportunities to improve the customer journey, and therefore customer experience for the identified high demand services
2. We need to understand how a single 'gold standard'/common user experience can be applied to multiple service areas, and those customers using multiple service areas

Delivery approach

What we set out to achieve, how we went about structuring the discovery, what was in scope & high-risk assumptions?



Meet the delivery team

We have a blended, multi-disciplinary team delivering the discovery



Geraldine M Collins
Business Product
Owner



Sheraz Yaqub
Technical Product
Owner



Hannah Pinnock
Design Strategist



Richard Smith
User Research Coach



George Hanlon
User Researcher



Surita Solanki
User Researcher



Lili de Larratea
Service Designer



Lillian Ip-Koon
User Interaction
Designer



Nathan Thomas
Lead Business Analyst
& User Researcher



Al-Haarith Ali
UX/UI Designer



Mariam Imdad
User Research
support



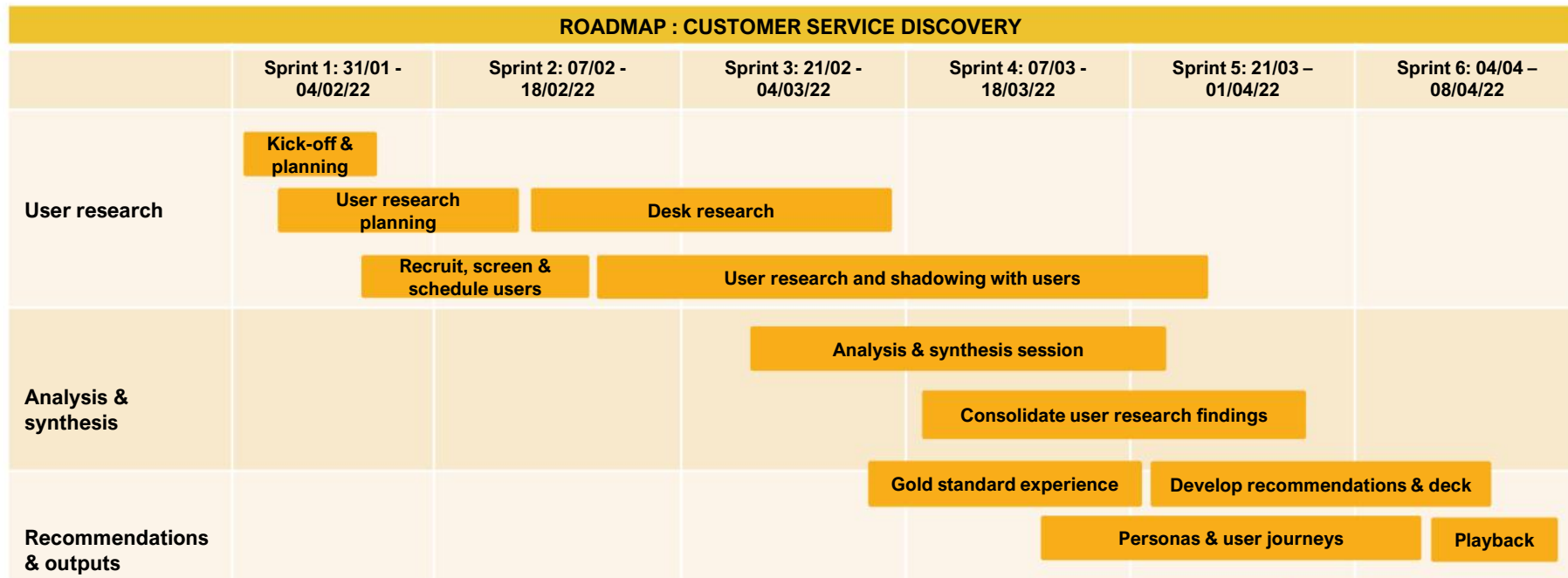
Azra Majid
User Research
support



Sue Hopkins
User Research
support

The discovery plan

We delivered an eight-week discovery. Due to the tight time-frame there may be some discovery recommendations we carry over to the next phase.



Our ways of working

Sprint planning

Fortnightly sessions to agree the sprint goal & plans for delivery

Daily stand-ups

15-minute update meeting on what we've done, what we have coming up & any blockers we have

Team sprint reviews

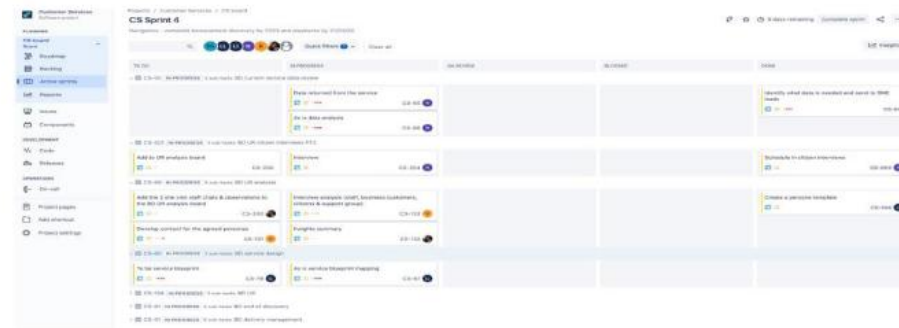
Regular sessions to review what has been done

Retrospectives

Reflective session, what worked well and what could be improved, agree actions

We have delivered this Discovery as an agile project. This means we have worked in two-week sprints, planning at the start of each sprint, reflecting at the end of the sprint. This has helped us understand what we could have improved and react accordingly. Working in this way enables us to react to current information, flexing our focus and timelines as appropriate to meet both our Discovery and sprint goals.

The team use Jira to plan, assign and track agreed sprint goals and tasks.



Discovery process

Research



- We conducted data analysis to understand what the customer satisfaction, service requests & complaints data was telling us
- We have undertaken site visits to understand what a typical day looks like for staff
- We ran user research interviews aiming to speak to a representative sample of users. This included 26 citizens and 33 staff

Analysis



- We conducted analysis and synthesis throughout the process to make sense of what we were hearing
- This helped us identify gaps in our knowledge that we were able to explore and resolve as part of the process

Recommendations



- Based on our findings we began to draft a 'gold standard' user journey that we intended to be applicable to a wide range of council services
- We identified opportunities to improve the customer experience
- We identified recommendations for consideration
- We identified user stories to guide services when investing in digital tools

Discovery scope

#	Items in scope	In scope	Partial	Out of
1	BCC employed staff who work in the prioritised service areas	✓		
2	Citizen facing (this includes staff who have direct contact e.g. Contact Centre or just offer services and may or may not necessarily have direct contact with citizens e.g. street cleansing operatives)	✓		
3	BCC employed staff (inclusive of both permanent and contractors) within services that could benefit from improved customer satisfaction	✓		
4	A high-level view of high demand service areas:	Highways, Housing repairs, Waste Management	✓	
		Benefits & School Admissions	—	
5	A low-level look into the prioritised services, which will be the focus areas for the proof of concept			✓
6	Subcontractors or organisations commissioned by BCC to deliver frontline services – we spoke to 1 contractor		✓	

What did we want to uncover (data analysis)

- An understanding of the latest customer satisfaction levels for each service
- An understanding of the volumes and types of service requests logged by customers for each service
- An understanding of the volumes and type of customer complaints logged for each service



What did we need to discover (user research)

- An understanding of the current customer experience across our three 'universal' services
- An understanding of the staff experience of those delivering our 'universal' services, both resident facing and back office
- Customer expectation around what good customer service looks like



What were the high-risk assumptions for this discovery?

The following risks were identified at the start of discovery and include a status at the end of this phase:

#	Risk assumption	Assumption status	Assumption update
1	We will have sufficient time and access to all the high demand services initially identified in scope for this discovery	Realised	Benefits & School Admissions could not be included in the time available
2	We will have sufficient time to understand the current customer and staff experience, including pain points and user needs.	Closed	See research & analysis
3	That a common "gold standard" experience can be drafted and applicable to a wide range of council services	Closed	See recommendations
4	We will be able to meet the target number (20-30) of representative service users in the time available to undertake explorative user research	Closed	Interviewed 26 citizens and 33 staff
5	We will be able to talk to enough sub-contractors commissioned by BCC to deliver front line services	Realised	We were only able to interview 1 sub-contractor

Research & analysis

What we discovered from speaking directly to users through user research and desk research analysis



What we set out to understand

To develop a refined understanding of the current customer experience across our three 'universal' services.

We will understand:

- initial needs people have when they interact with the council
- high-level service stages someone goes through whilst interacting with a service
- how people's needs develop whilst progressing through the service
- any pain points experienced going through the service.

What we set out to find out

To draft a model of what good customer service looks like.

We will understand:

- expectations around what good customer service looks like
- perceptions as to the likelihood of the council's ability to deliver on their expectations



What we set out to find out

In addition to customers, we conducted research with staff (both public facing and back-office staff across the three service areas and Contact Centre) to understand:

- high-level service stages
- existing insights or research the service have access to
- any perceived pain points from a service perspective.

This research has complimented data we've already collected from previous work.

How we've done it

- 60-minute semi-structured interviews
- Mostly on a one-to-one basis, some group sessions with staff
- Conducted online, over the phone and face-to-face
- Recruited via GovDelivery email distribution list, mailouts to residents and social media
- Initial screener call to identify any additional participant needs
- Informed consent was gained from every participant
- All participant information has been carefully used and stored

We have spoken to

26 customers across Birmingham

33 staff members across all three service areas and the Contact Centre

Getting a representative sample

We've tried to speak to people representative of Birmingham.

We've been able to get a good sample mix in relation to age, gender, household tenure, disabilities and those who only use the internet confidently, or with help from others.

Future rounds of research need to focus on people who:

- contact the council and do not use the internet at all
- are under 25
- are Pakistani, Caribbean, African, Bangladeshi, Arab and Chinese

About our customers

- People are proud of Birmingham
- There are mixed views of the council
- Trust in the council (and Government as a whole) is low
- There is an awareness that the council is stretched
- There is some discontent around political and contractual structures within the council

Research themes

- Most people commented on a lack of **communication** when interacting with council services
- Decisions aren't made **transparently**, there is a lack of understanding about why things happen
- There is an expectation that the council should be **proactive** – some things shouldn't need customer interaction
- People should be treated **empathetically**

Communication is key

- Most customers commented on a lack of communication from the council
- There is a lack of follow-up from the council to inform people what is happening after accessing a council service
- Customers would rather know things are going to take longer (or not happen at all), than not being told anything

"Things just go into a **big black hole**"

Someone reporting a missed bin collection

Decisions aren't made transparently

- Customers don't know why things happen (or do not happen)
- Poorly designed elements of service delivery cause distrust amongst people, feeding the wider narrative of distrust
- There is a lack of trust with the people making decisions, especially when contractors provide services on behalf of the council

"You get a different reference number which restarts the clock"

Someone making a Highways complaint

People expect the council to be proactive

- People feel like they must report everything in granular detail to get things done
- People feel if they miss anything from a request for help, nothing will happen
- Some of the best examples of council service we've heard about have been when the council has appeared to be proactive

"If it's not on the ticket, they won't do it"

Someone reporting a Highways fault

People should be treated empathetically

- Whilst there were some examples of good service, people recounted numerous examples where they felt they weren't treated in the way they expect
- People want someone to take ownership of their enquiry, rather than passing it on
- People referenced the council's culture, processes and training when receiving customer service

"The person I spoke to didn't understand or care"

Someone accessing benefits support

Waste and recycling – storyboard

No one has come to collect Mr Hamid's waste for 2 weeks now and he doesn't know why!

English isn't his first language, so he finds it daunting to call the council. His grandson usually helps, but he's away on holiday and the foxes are getting to his rubbish.





Waste and recycling – highlights

- People referenced waste and recycling more than any other, focusing on missed collections
- Most comments refer to lack of communication about when and why things happen (or do not happen)
- There was critical feedback of the behaviour of waste crews, whilst crews talked about dealing with abusive behaviour and customers not always following the rules
- Ongoing digital transformation work within waste and recycling could make tangible customer service improvements

Waste and recycling – customer snapshot

I'm 76 years old and I have problems lifting heavy items and getting out and about. I have someone who helps me around the house and to do the shopping. I'm not able to use technology myself. I often rely on the younger members of my large family to help me when I need to do things online. English isn't my first language, so I often find it difficult to interact with companies and organisations, like the council. I find it difficult to navigate pavements in my local area, moving in between bins and rubbish that has been fly tipped.

♥ Needs

- To know I am eligible for an assisted bin collection, and how to get one
- To understand the different types of rubbish that go in the refuse and recycling bins
- To be kept informed if my bins are missed and when they will be collected
- To report any issue to the council by phone with an interpreter if I can't get help to go online
- To get written information in my preferred language

I just want my rubbish to be collected.

Is that too much to ask?



Waste and recycling – customer snapshot



Positives

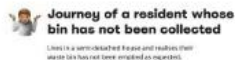
- Family members often help me to use online services, including accessing the BRUM account



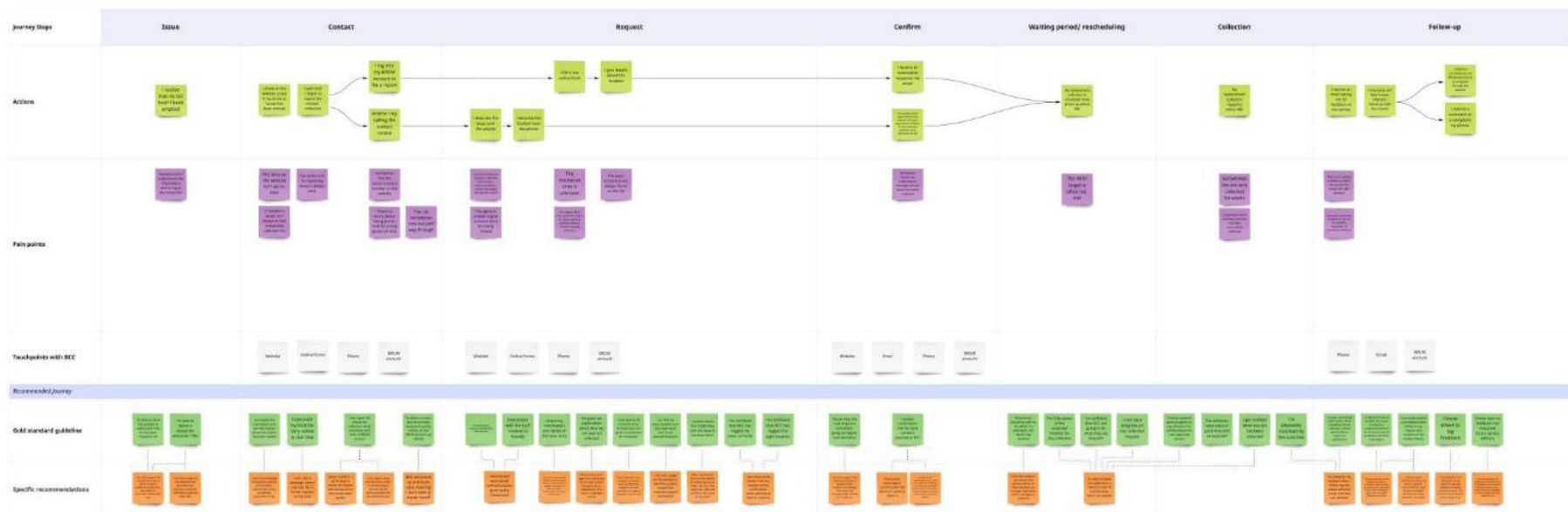
Negatives

- My waste and recycling collections are often missed
- I'm unaware of the reasons why they are missed
- English is not my first language, which makes it more difficult for me to understand what is going on
- I can struggle to get around the bins left out on the street
- It's hard for me to speak to the council on the phone without translation services
- Sometimes it feels that nothing can be done to solve my problems around waste and recycling

Waste and recycling – customer user journey



[View here](#)



Waste and recycling – staff snapshot (customer facing)

I'm a Waste Operative Driver, Team Leader and a grade 4 member of staff. I contribute to collecting thousands of bins every day. I start my shift at 5am and am responsible for checking my vehicle and ensuring that my round is complete each day. I supervise a team of 3 on a day-to-day basis, as well as ensure that they log any issues such as missed bins. I am a positive person who likes to do a good job. When my round is complete, I go to my second job.



♥ Needs

- For my team to be consistent, to arrive on time and ready for the round
- To be aware of who my team will be for the day and week
- Customers follow the kerbside policy and recycling requirements
- For action to take place when I report fly tipping
- Appropriate documentation for the round, to ensure assisted collections and other concerns are highlighted
- To have something to give to a customer when I take away a broken bin
- For vehicles to be well maintained and functional
- For the teams to slow down and ensure that they don't miss bins
- That I am kept informed of anything that may affect my round

Waste and recycling – staff snapshot (customer facing)

Positives

- Important alerts are noted on paperwork
- Every day is different
- I'm feeling more relaxed with COVID starting to calm down
- The technology available is good because customers receive information in real time

Negatives

- The pressure affects everyone in the team
- There's sometimes a breakdown in communication between the team and management
- Team members (loaders) are sometimes late
- Negativity from residents due to missed bins
- Confrontations with residents such as road rage
- Residents putting incorrect items into a bin
- Being told that a vehicle is going for an MOT after all the vehicle checks have been completed is frustrating
- Teams change constantly and sometimes without explanation
- There's not enough staff at times, no more than 4 drivers can take the same day off
- Vehicles can overheat and cut out during hot periods
- Not everybody is aware of job opportunities, some depots are told, others are not
- I'm unable to drive and log information in Slab in the Cab - it's time consuming and my job is becoming more complex

Waste and recycling – staff snapshot (back office)

I'm a Business Support Manager who supports the waste service with whatever they need. I've worked within the council for many years and have been in this role for 4 years. I work across 2 of Birmingham's waste depots and communicate with the service area managers on a regular basis using Microsoft Teams and face-to-face conversations.

♥ Needs

- To have greater trust in waste operatives
- For waste operatives to have access to online training courses and digital documentation
- A more efficient way for staff to book annual leave
- Paperless approaches to pay slips, tip tickets and assisted collection lists for crews
- For Slab in the Cab to be adopted across the service and be used efficiently and consistently
- For the business support team to spend less time on complaints
- For dropped work to be reallocated the same day

I'm just a support service. I can't make people change. I can just ease them into it.



Waste and recycling – staff snapshot (back office)



Positives

- The constantly changing service that is modernising rapidly
- The roll out of slab in the cab has gone well so far, allowing us to access information in real time
- It allows management to see which rounds have been missed and reallocate to crews nearby
- Feedback on the slab in the cab pilot has been great. The crews are positive, and it works well, especially now that there's 5G connection
- It can be used to send live messages to crews



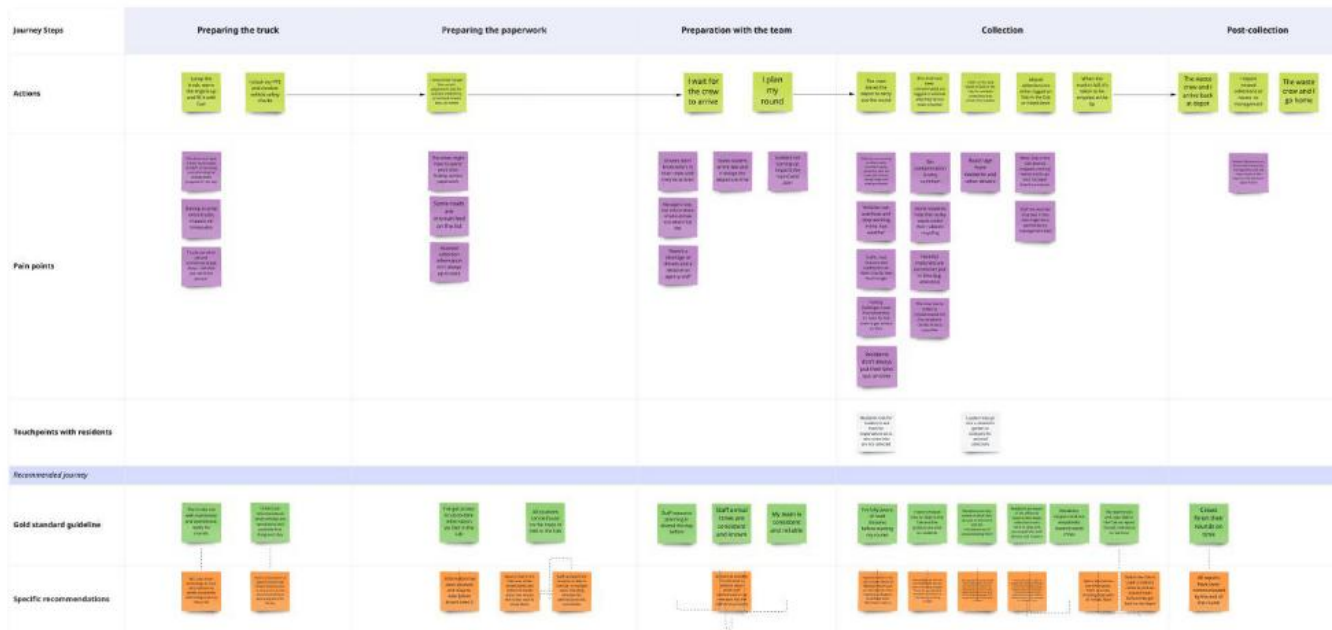
Negatives

- Crews finish early between 9 - 10am instead of 12pm
- Buy in from the depots for Slab in the Cab has been slow
- Processes within the waste service are still too manual and paper based with lots of wastage
- Waste Operatives don't currently have access to online training courses
- A high number of complaints relating to missed bins
- Customers report the same missed bin multiple times
- Dropped work is published on the website too early
- It's at driver discretion to continue to use slab in the cab
- Unions are a key stakeholder, we spend a lot of time working with them
- Staff don't have access to digital policies and procedures
- Our business support officers assist with complaints due to limited resources in the complaints team
- It's difficult for crews when a customer contradicts what they say - it makes them feel not trusted

Waste and recycling – staff user journey



[View here](#)



Highways - storyboard

Hayley cycles to work and around town daily. The potholes on the roads are a big issue for her and she often goes to the trouble of reporting them to the council.

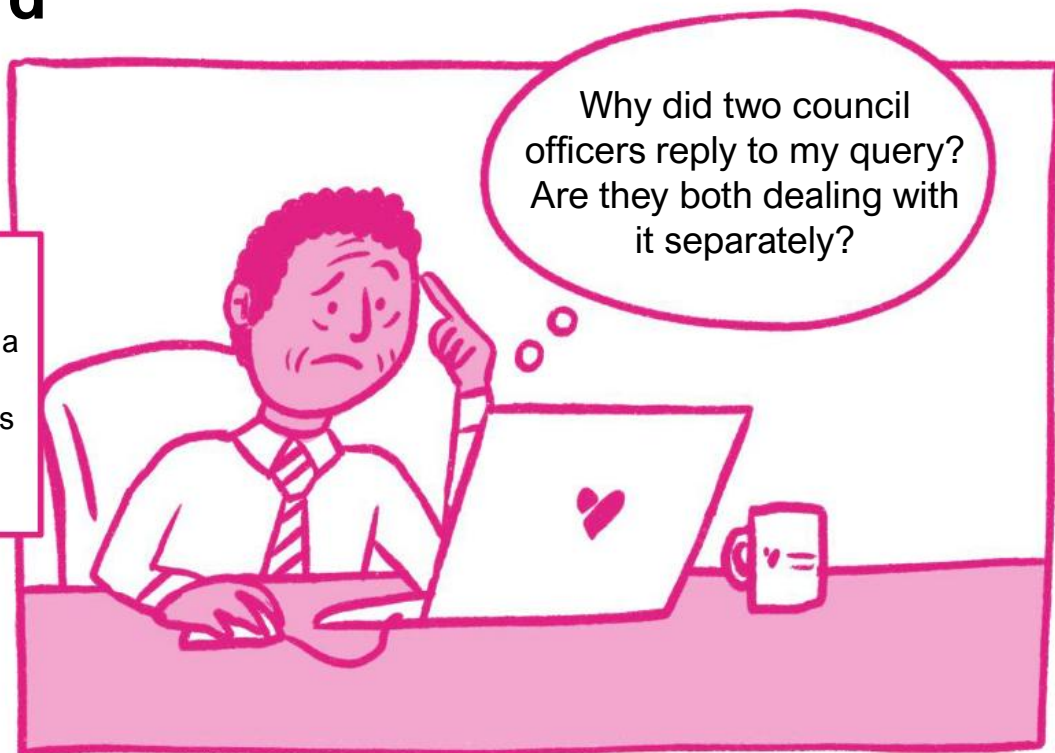
She can wait weeks or even months for a pothole to be mended, but it is particularly frustrating for her when she sees large potholes fixed and small ones just left. She doesn't understand why - maybe they think this is enough? Small potholes might not be an issue for cars, but they are a big issue for cyclists!

They mended that big pothole, couldn't they have done all these little ones while they were here too?



Highways - storyboard

Councillor Joe sent in a query about some scheduled roadworks on behalf of a resident. He received a response from two different members of staff, which was very confusing for him!





Highways - highlights

- A lack of understanding amongst customers of why a particular decision has been made
- People question the quality of repairs, suggesting faults are resolved just for the short term
- There is a difference between the expectations of the council and customers in relation to road repairs
- Staff dealing with complaints navigate a complex process across multiple teams with Councillors not always following official reporting routes

Highways – customer snapshot

I'm a single homeowner in my 50s who lives alone. I work part time at the local library and commute to work by bicycle. I enjoy cycling and it's my preferred way of getting about in Birmingham. However, my routes and commutes are becoming more difficult with the growing number of roadworks and defects across the city.

I contact the council multiple times a year to report potholes and when my bins haven't been picked up.

♥ Needs

- My ability to report issues whilst on the move
- To receive updates on where a repair is in process e.g. when they are going to be fixed
- Repairs that are done in a timely way
- A high quality of repairs that are long lasting



Highways – customer snapshot

Positives

- I enjoy a healthy, cost effective and sustainable commute
- I like the community aspect of my job and meeting people
- New cycle lanes are being introduced
- I've a good opinion of the service generally
- Recently I've seen that more improvement works are being carried out

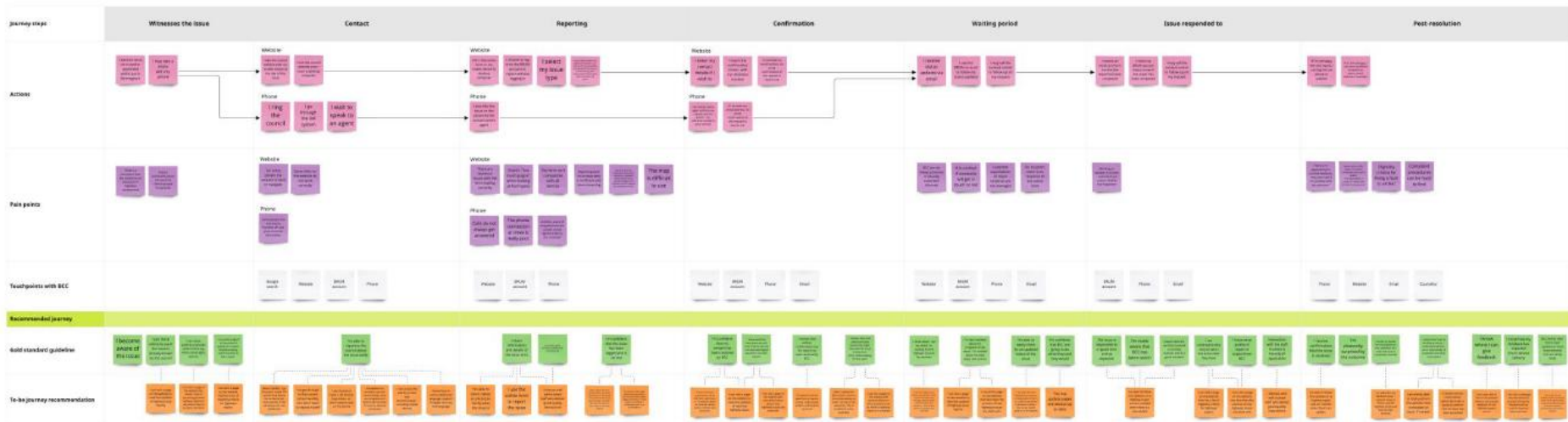
Negatives

- The health impact on my knees/joints
- I'm reminded of all the road issues every day on my commute, and I can see if they've still not been addressed
- The quality of the repairs is poor and needs repeating within a few months
- The response time to action repair is lengthy
- I've reported faulty streetlights to the council that haven't been repaired quickly
- I choose to change my route if a road has too many potholes, adding on time to my journey

Highways – customer user journey

 Journey of a person who spots an issue on a road [View here](#)

A customer reporting a highway issue to the council



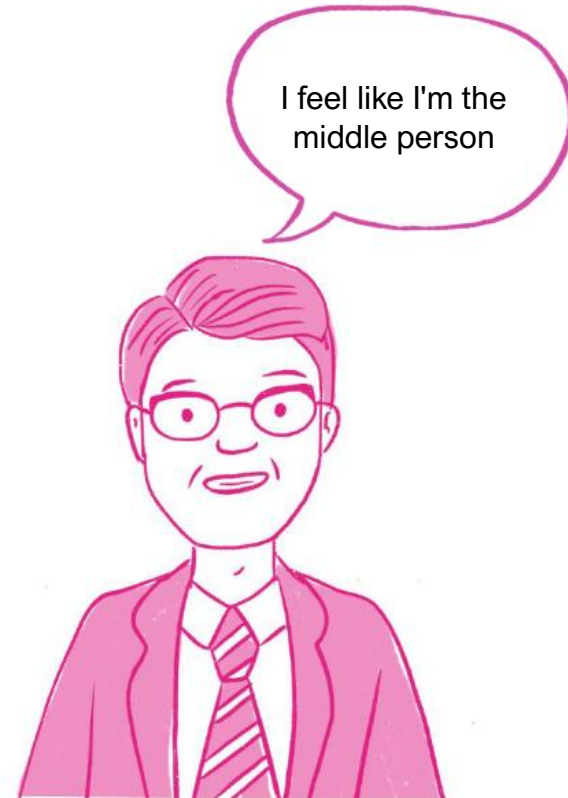
Highways – staff snapshot

I'm a Business Support Manager who lives in Birmingham and has worked for the council for more than 10 years. I directly manage 4 people in my team, and we generally work well together. I provide support for the team in the highways service and help to deal with any complaints that are escalated to stage 2.

I want to ensure that highways is providing a lean and efficient service from end to end, delivering a reliable, good service for customers.

Needs

- To communicate with the other teams in a collaborative and unified way
- Effective communication between relevant teams
- To track the progress of contractors
- For complaints to be responded to, ensuring a high quality
- Access to other systems
- To have a system in place to inform customers that we're already aware of an issue when a request has been previously logged



Highways – staff snapshot



Positives

- I really enjoy my job
- I take pride in the work I do each day
- I have a good relationship with my team and the management team
- I know my job makes a difference to the people of Brimingham
- I think iCasework works well
- I can offer follow up calls for distressed customers



Negatives

- Unnecessary manual processes
- Duplication of work
- Inability to access other systems
- Difficult to deal with the volume of complaints about PCN/CAZ
- Not everyone in the team uses the iCasework system
- There is a backlog due to service area resources
- Councillors don't always use the digital form provided, creating additional work for the team
- Inability to check the quality of a complaint response
- There is a lack of clarity about where responsibility lies

Highways/housing – staff snapshot (resident facing)

I'm a Contact Centre Agent who deals with a range of service area enquiries including housing repairs and highways. I'm currently working remotely and live in Birmingham. I cover incoming calls and sometimes the webchat from customers. I'm confident with using technology as part of my role, including Northgate and Keyfax.

I try my best to be helpful and proactive with customers and am apologetic when needed.

♥ Needs

- For customer's issues to be resolved quickly
- To be able to efficiently diagnose the issue and give an accurate timescale to the customer
- To have the right answers to provide to the customer
- To be able to track the progress of a repair
- To be able to manage the expectations of the customer
- For contractors to keep customers informed of any updates relating to a repair
- To have the capacity to deal with a call correctly



Highways/housing – staff snapshot (resident facing)

Positives

- Reference numbers help me to deal with the call quicker
- I have access to contractor diaries to look at availability and book repairs in
- The daily report helps management review contractor performance
- Management can intervene to support if necessary

Negatives

- The relaying of information between customers and contractors isn't very efficient
- Having a heavy workload and being on constant calls
- Customers tend to think everything is an emergency
- Keyfax can be clunky
- Timescales for repairs can be too lengthy
- When the customer gets quality that is anything less than 'gold', they will reach out to the contact centre
- The website is a bombardment of information

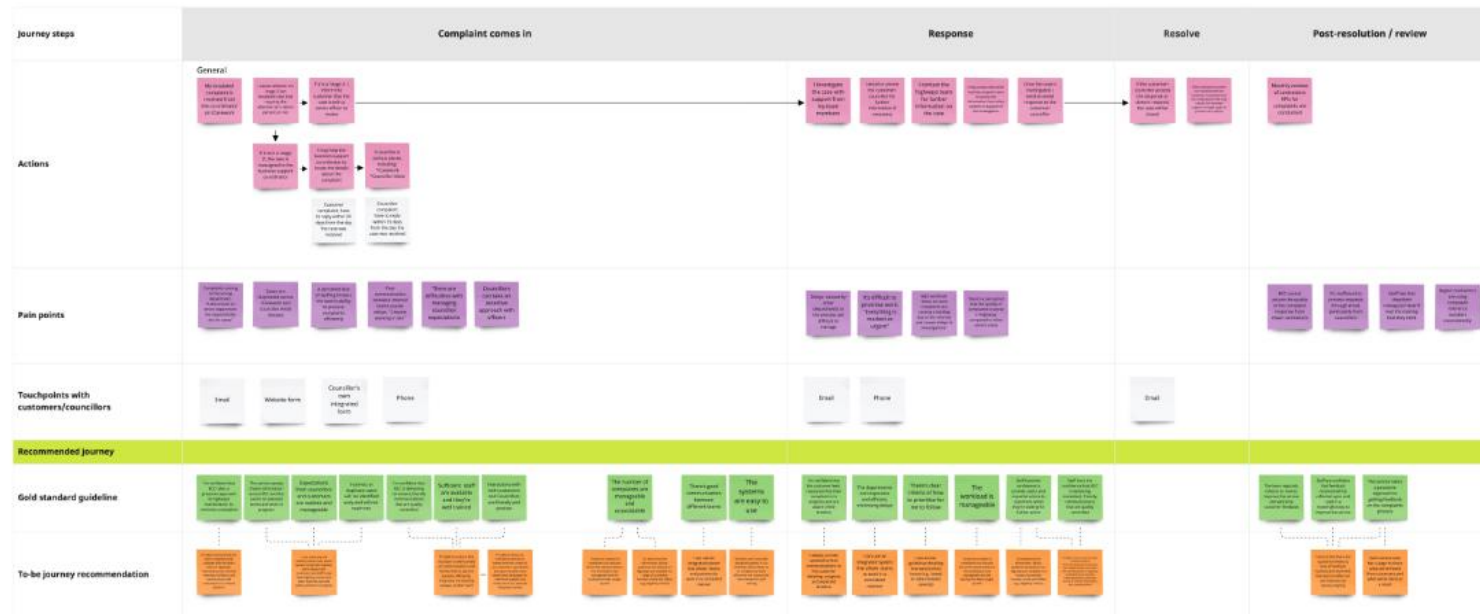
Highways – staff user journey



Journey of a business support manager working in highways

Dealing with escalated complains regarding highways

[View here](#)

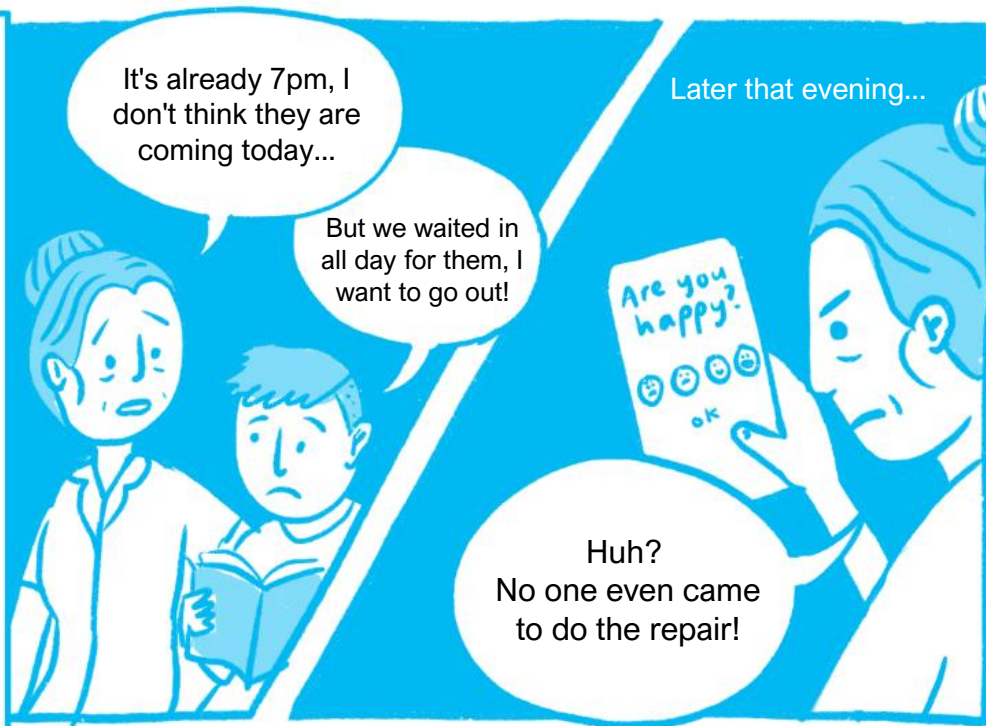


Housing repairs – storyboard

Jillian and her son, Jake, have had a water leak in their flat, which has caused damp for several months now. They are starting to get mould in some rooms and the air is not nice to breath. It is affecting their health and they feel embarrassed to invite friends to come over.

Getting a suitable appointment is tough as Jillian has shift work and she needs to juggle looking after her son and her elderly father.

It's most frustrating when they wait in all day for a repair to be done and no one turns up! You can't contact the repair team directly and must go through the BCC contact centre... it's a long-winded, lengthy process.





Housing repairs - highlights


- Communication and flexibility around appointment times is key
- People want their needs to be considered holistically
- People want to share feedback about their experience in the right way, at the right time
- Expectations around repairs, including emergency repairs, need to be managed
- There are some examples of good practice where repairs were proactively undertaken

Housing repairs – customer snapshot

I'm a busy single parent in my mid 30s. I have one child who is at school, and I work shifts at the local hospital. I'm on Universal Credit and have been living in a council flat in town for the past three years. We have a smart phone, a tablet, and we have broadband internet at home. We've had a regular problem with a water leak and damp in our flat over the past few months, which remains unresolved.

Needs

- Flexible appointments that fit my schedule
- Efficient diagnosis of the issue and when it's raised
- Updates on when the repair will take place
- Quality repairs that will last for a long time
- Friendly staff members that I can trust and who make me feel trusted
- Staff that show empathy towards my situation
- Repairs that take place in a timely manner
- Contractors with the right skills to attend my repairs
- For how the issue impacts me and my life to be recognised



"I need to make sure our home is a safe and healthy environment."

Housing repairs – customer snapshot

Positives

- Staff are sometimes very friendly
- Proactive repairs are received well (though rare)
- Confirmation texts from contractors

Negatives

- Limited opening hours and long waiting times on the phone
- The ability to change/reschedule or cancel appointments
- Contractors with the wrong skills are turning up for the repairs
- Contractors not showing up to do the work
- Poor quality repairs that don't last
- It is time consuming to complain
- I need to wait for an appointment if I'm reporting a repair online

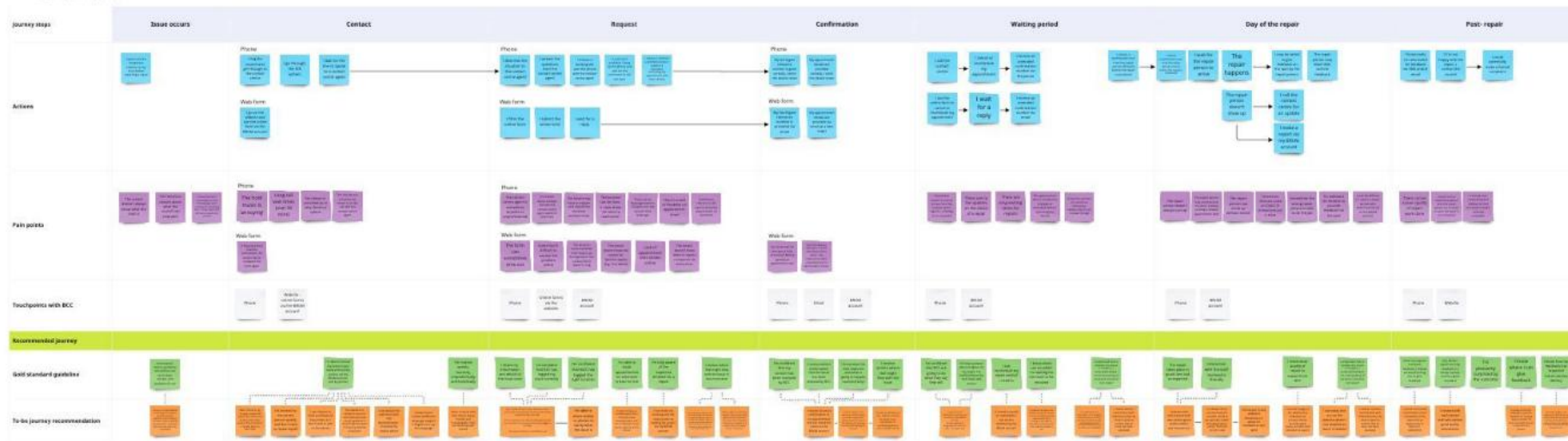
Housing repairs – customer user journey



Journey of a tenant

A tenant who lives in a court of housing would like to request a repair to the property.

[View here](#)



Housing repairs – staff snapshot

I'm a Senior Service Manager who manages a team of over 120 people. I'm from Birmingham originally and still live within the city. I help to oversee over 250,000 repairs a year, supporting my team by dealing with escalated complaints and managing and reviewing service KPI's. I really care about the service my team delivers for the people of Birmingham and want to improve things on the ground and in people's homes.



- For customer issues to be resolved
- To manage the expectations of the customer
- For contractors to keep customers informed about repair updates
- For enforcement to take place when tenant behaviour results in property damage
- To be able to track the progress of a repair
- For customers to be able to easily contact the council
- To have the capacity to deal with complaints to a high standard
- To be able to deliver a service that improves customer satisfaction
- For contractors to consistently meet KPIs
- For tenants to take responsibility of their properties and comply with the tenancy agreement



Housing repairs – staff snapshot

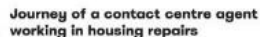
Positives

- We're able to provide flexible time slots for customers, considering what suits each person's circumstances
- We're currently mobilising a new contract, so that contractors will have to send reminders 48 hours and 2 hours before a repair appointment
- KPI's are in place, refined and leave no room for error
- We receive a broken down KPI report every month

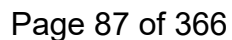
Negatives

- Northgate measures repair activity, but not workloads e.g. it doesn't record conversations
- We don't proactively maintain our stock
- The council don't always make it easy for customers to contact us across multiple departments
- Councillors don't consider the volume of repairs done each year when reviewing complaints data
- Complaints take up a lot of the team's time
- We don't have the capacity to deal with complaints to a high standard
- The current process of receiving information for complaints is to go through lots of emails
- Tenants are not looking after their properties
- We're waiting for something to go wrong, instead of maintaining our housing stock
- We get a high volume of complaints

[View here](#)



A contact centre agent who receives a request for a repair to a housing issue from a council housing tenant



What good customer service looks like

- People don't often submit a formal complaint when things go wrong
- People want to hold the council to account but won't always search out information to do that
- Examples of good customer service include being kept informed, being treated with empathy and ease of use
- A general 'hope' that the council can achieve 'good customer service' but expectations are low
- Customers expect the council to make improvements around training and culture

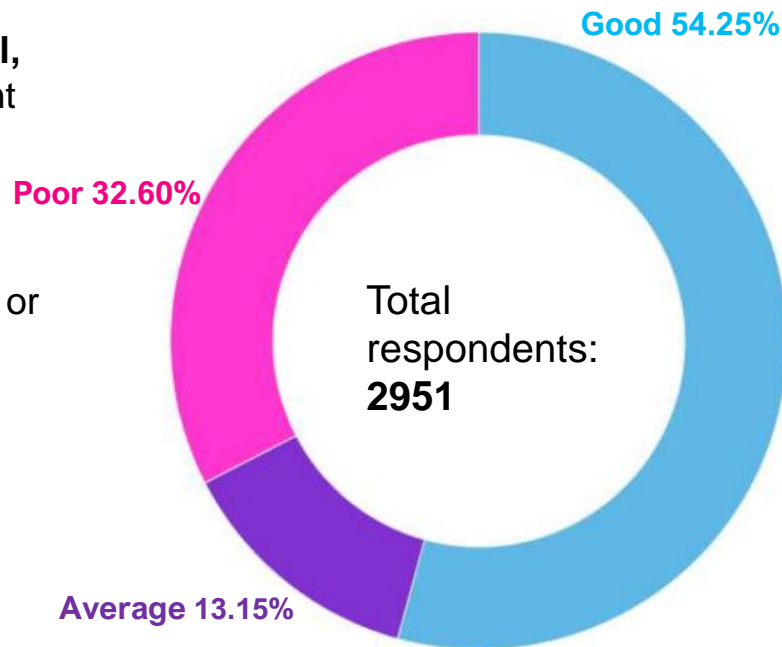
What data did we uncover - summary

Data type	Data source	Summary
Customer satisfaction data	Omni channel, Cirrus platform	<ul style="list-style-type: none"> ✓ Waste ✓ Highways ✓ Housing repairs
Volume of service requests	Contact centre, Cirrus platform (Jan 21 to Dec 21)	<ul style="list-style-type: none"> ✓ Waste management calls ✓ Highways calls ✓ Housing repairs calls
	CXM Jadu platform, (Jan 21 to Dec 21)	<ul style="list-style-type: none"> ✓ Waste management missed collections ✓ Highways online requests
Customer complaints	iCasework system, (01 Jan to 31 Dec 21)	<ul style="list-style-type: none"> ✓ Waste ✓ Highways ✓ Housing repairs

Customer satisfaction data - Waste

Common themes and response numbers from **SMS**, **email**, **web** and **webchat** satisfaction data for waste management and recycling:

- Data on website not up to date
- That the council are unsure if a bin has been collected or not
- Lack of follow ups
- Target of 48 hours for a missed collection is not being met
- Unable to reach managers
- Agents unable to provide the answer

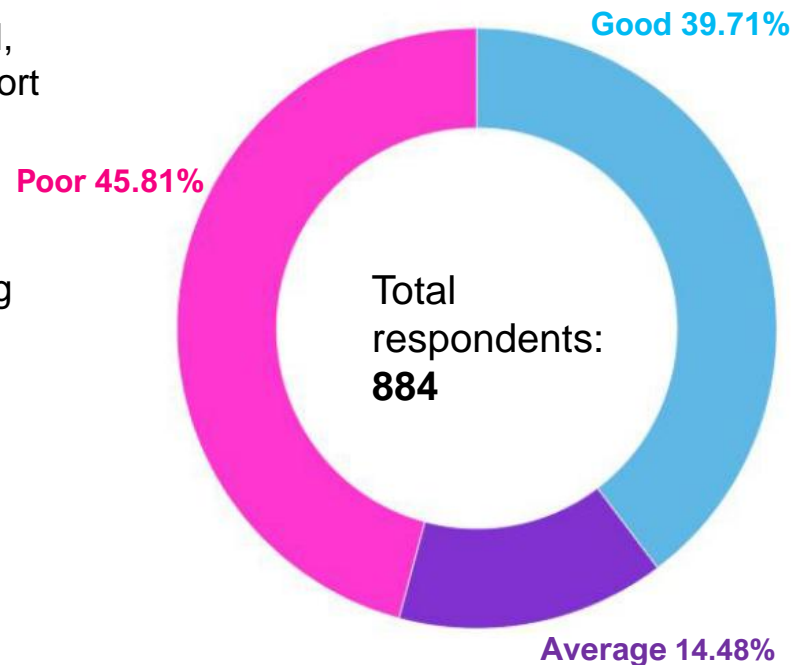


**Data source: Omni channel, Cirrus platform , (01/01 to 01/12/2021)

Customer satisfaction data - Highways

Common themes and response numbers from **SMS**, **email**, **web** and **webchat** satisfaction data for Highways and Report Road & Pavement Issues:

- Usability of the website is not good
- Its noticeable when something is not resolved over long periods of time
- Long complaints process
- Service hiding behind policies and procedures
- Issues of reporting issues online (website & forms)
- Agents are unable to provide the answer



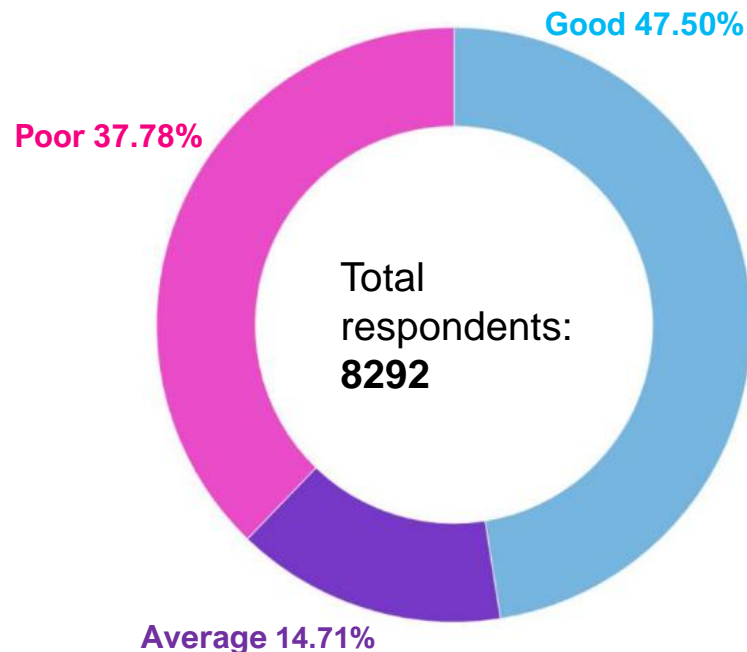
**Data source: Omni channel, Cirrus platform , (01/01 to 01/12/2021)

Customer satisfaction data – Housing Repairs

Common themes and response numbers from **SMS**, **email** and **web** satisfaction data for housing repairs:

- Unprofessional staff
- Poor behaviour of contractors
- Delays getting through to staff
- An 'us and them' attitude (contractors vs BCC)
- Scripted responses
- A perception that everyone doesn't get the same service
- Not proactive, causing things to get worse
- The usability of online forms is not so good especially for those with accessibility needs

**Data source: Omni channel, Cirrus platform , (01/01 to 01/12/2021)



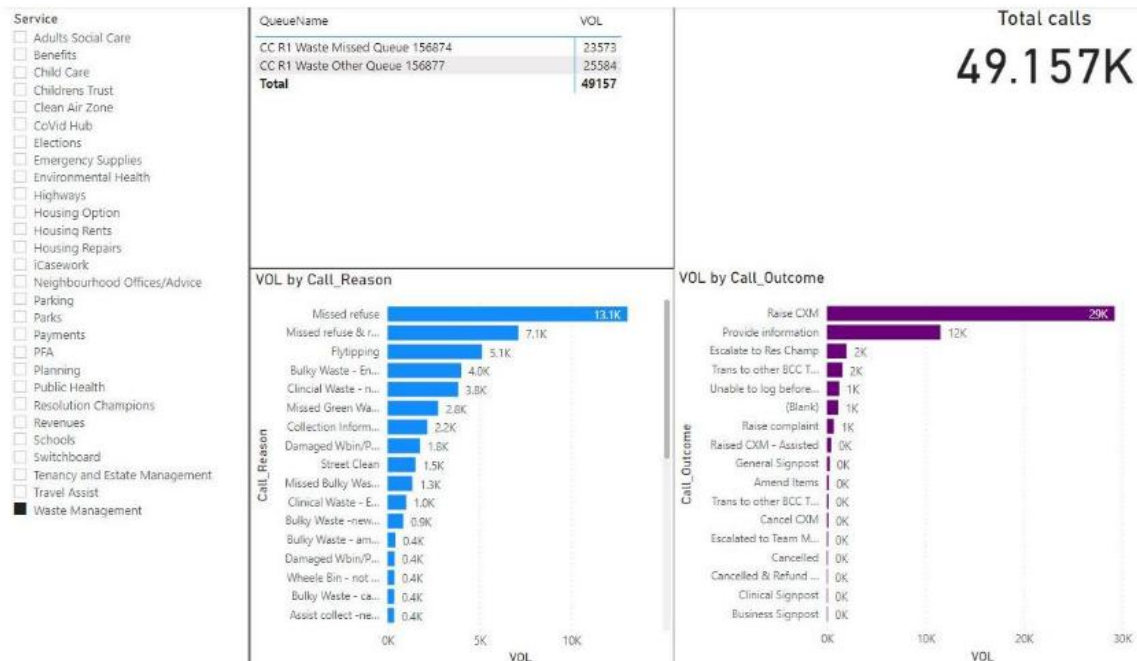
Volume of calls/requests – waste management

49,157 calls received in 2021

Top 5 reasons for call:

- 13,058 missed refuse collection
- 7,122 missed refuse & recycling collection
- 5,148 fly-tipping
- 4,010 bulky waste enquiry
- 3,842 clinical waste – new request

****Data source: Contact Centre, Cirrus platform, (01/21 to 12/21)**



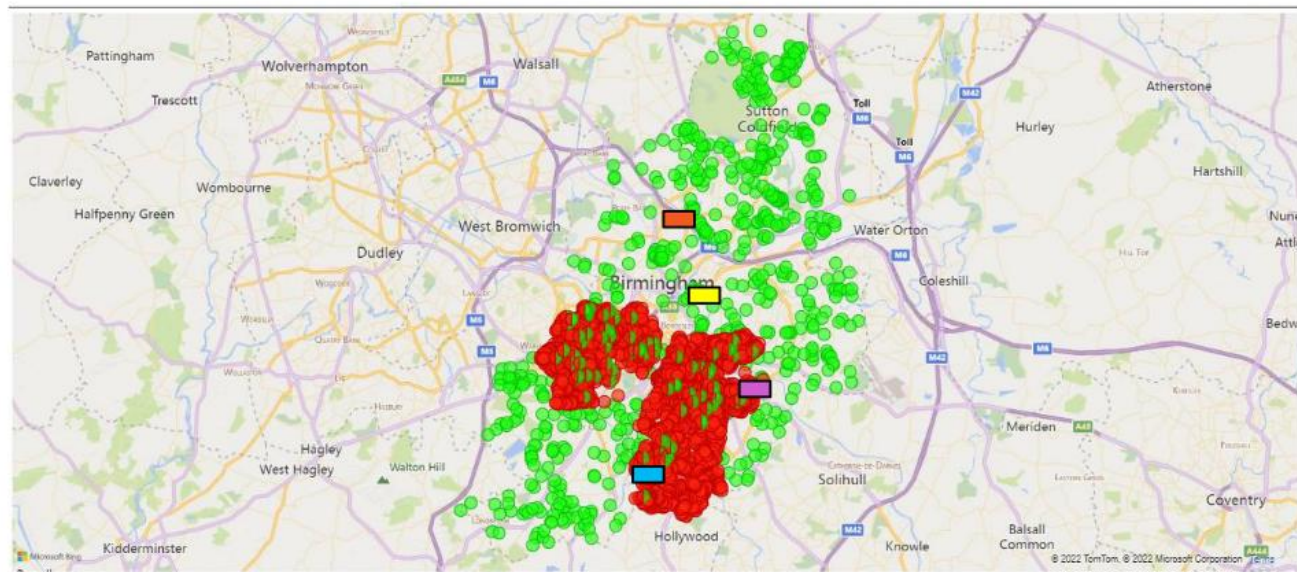
Volume of calls/requests – waste missed collections

88,732 missed collections were reported in 2021

87,837 (98.99%) of all cases were **closed: next collection due**

895 (1.01%) of cases were **assigned to depot** for re-collection

-  Perry Bar depot
-  Montague Depot
-  Redfern Depot
-  Lifford Depot



**Data source: CXM Jadu Platform, (01/21 to 12/21)

Volume of calls requests - Highways

16,267 calls received in 2021

Top 5 reasons for call:

- 4,717 chase update disable bay/H marking/ report
- 3,004 other
- 1,628 highways/pavement
- 1,264 dropped kerbs
- 1,125 chasing update tree pruning

**Data source: Contact centre, Cirrus platform, 01/21 to 12/21)

- Service
- ☐ Adults Social Care
 - ☐ Benefits
 - ☐ Child Care
 - ☐ Childrens Trust
 - ☐ Clean Air Zone
 - ☐ CoVid Hub
 - ☐ Elections
 - ☐ Emergency Supplies
 - ☐ Environmental Health
 - ☒ Highways
 - ☐ Housing Option
 - ☐ Housing Rents
 - ☐ Housing Repairs
 - ☐ iCasework
 - ☐ Neighbourhood Offices/Advice
 - ☐ Parking
 - ☐ Parks
 - ☐ Payments
 - ☐ PFA
 - ☐ Planning
 - ☐ Public Health
 - ☐ Resolution Champions
 - ☐ Revenues
 - ☐ Schools
 - ☐ Switchboard
 - ☐ Tenancy and Estate Management
 - ☐ Travel Assist
 - ☐ Waste Management

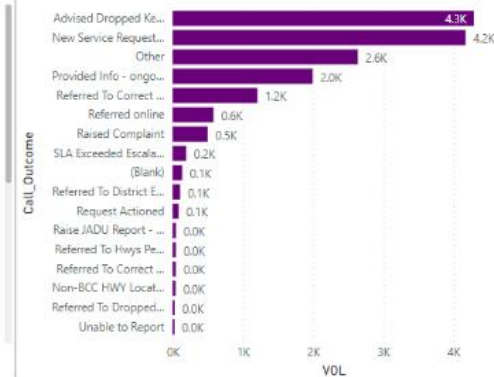
QueueName	VOL
CC R3 Highways Queue 156890	16241
Path 1 BAU CC R3 Con Engineers Queue 162939	26
Total	16267

Total calls
16.267K

VOL by Call_Reason



VOL by Call_Outcome



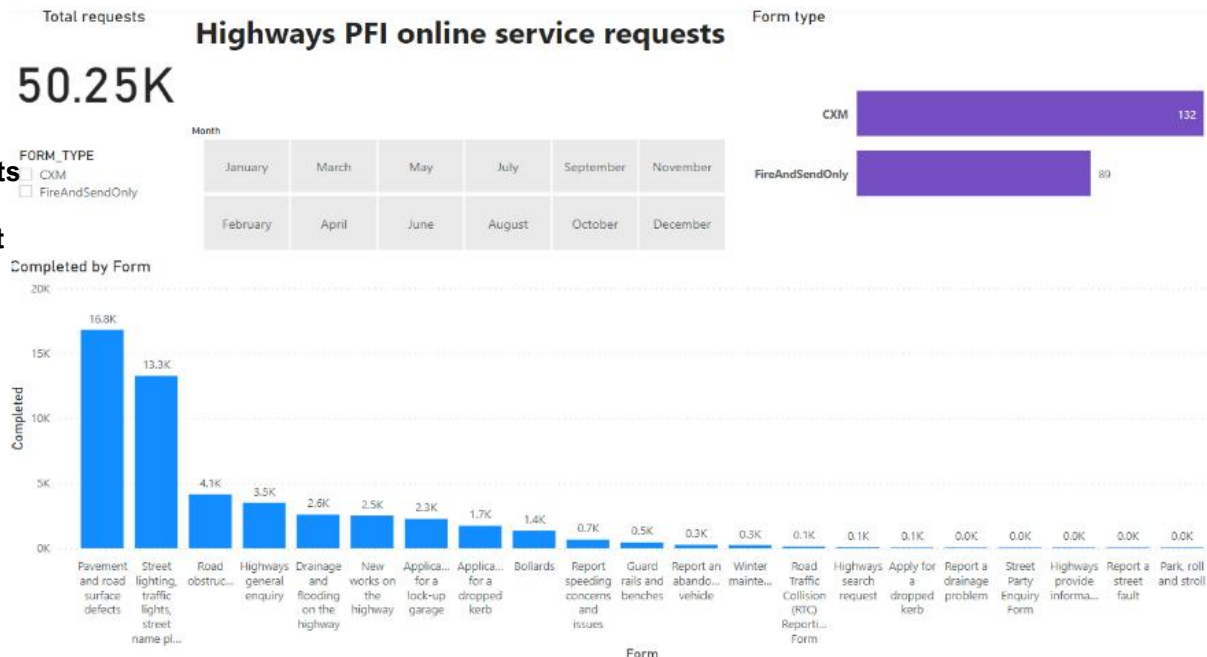
Volume of online requests – Highways PFI

50,250 online requests received between Oct 2020 – Oct 2021

Top 5 online requests:

- 16,806 pavement and road surface defects
- 13,257 street lighting, traffic lights, street name plates and signals
- 4,143 road obstructions
- 3,516 general highways enquiry
- 2,599 drainage and flooding on the highway

**Data source: CXM Jadu platform, (10/20 to 10/21)



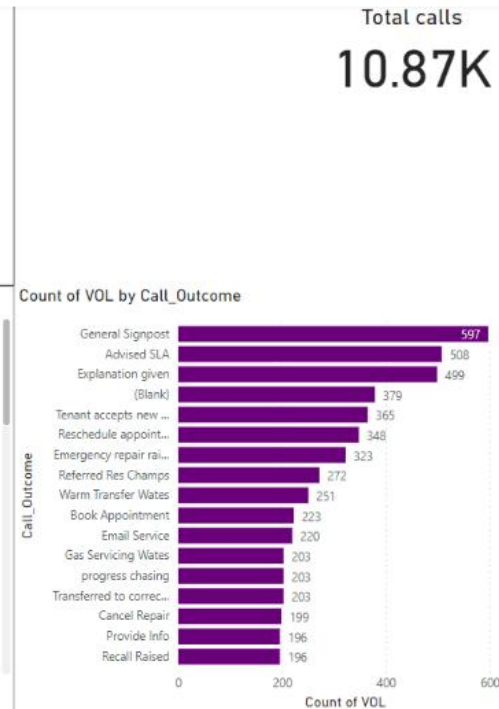
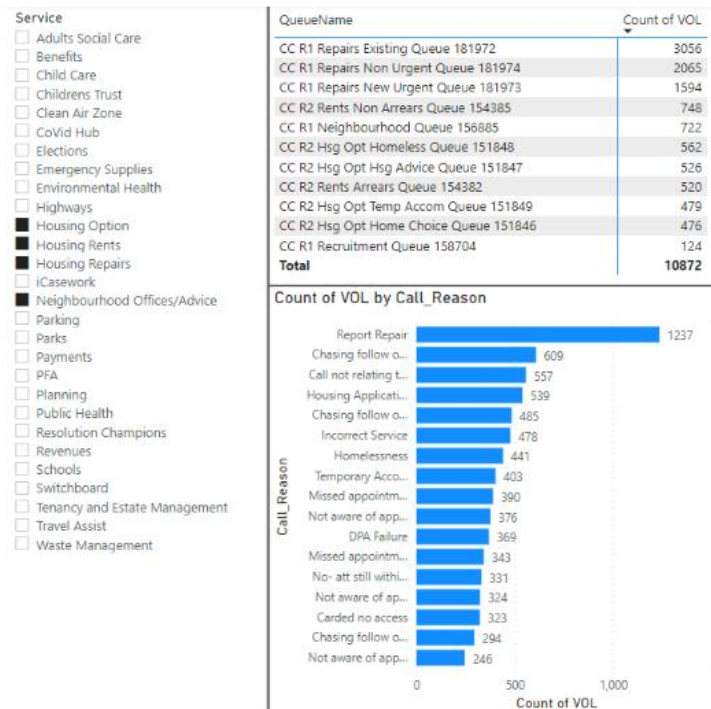
Volume of calls/requests - Housing

424,532 calls received in 2021

Top 5 reasons for call:

- **157,866** Report repair
- **72,384** Housing application
- **23,967** Homelessness
- **20,064** Balance enquiry
- **15,919** Incorrect service

**Data source: Contact centre, Cirrus platform, (01/21 to 12/21)



Customer complaints data - Waste

8,468 customer complaints
216 member complaints

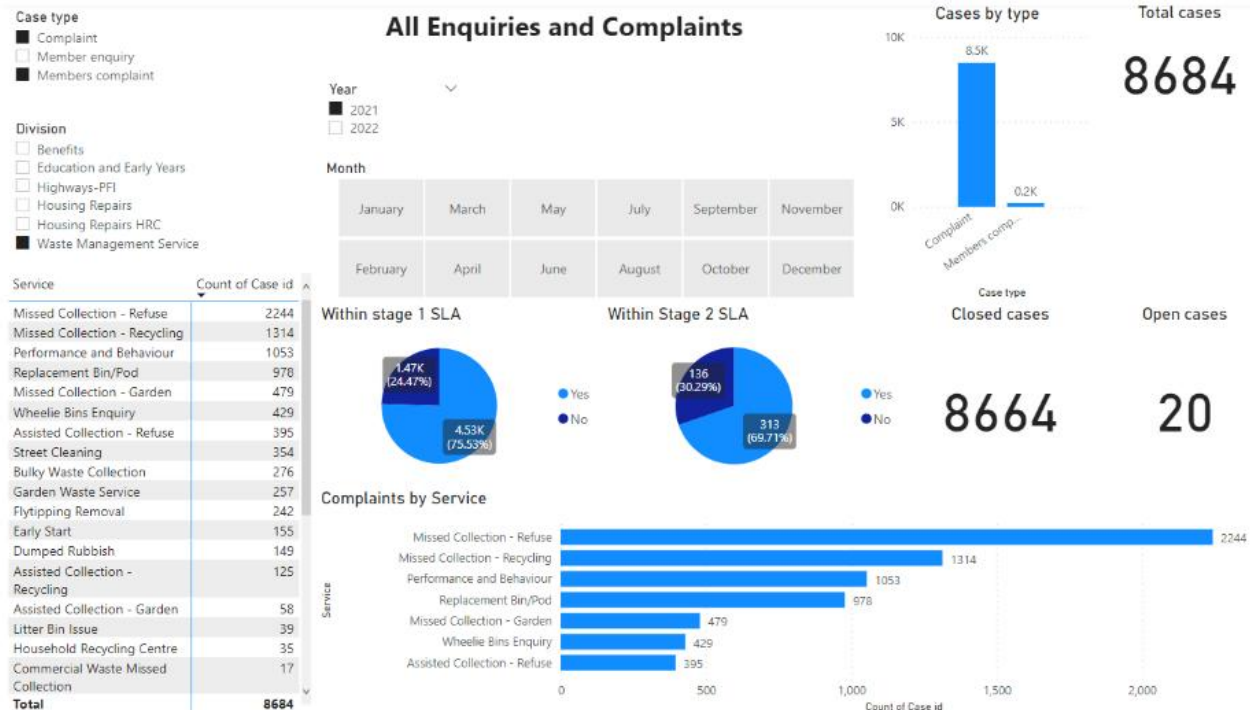
The top 3 service complaints:

- **2,244 missed collection – refuse**
- **1,314 missed collection recycling**
- **1,053 performance and behaviour**

The top 3 root cause problems:

- **Efficiency of service**
- **Not to the standard or quality expected**
- **Failure to do something**

****Data source: iCasework system, (01/01 to 31/12/21)**



Customer complaints data 201 - Highways

514 customer complaints

2 member complaints

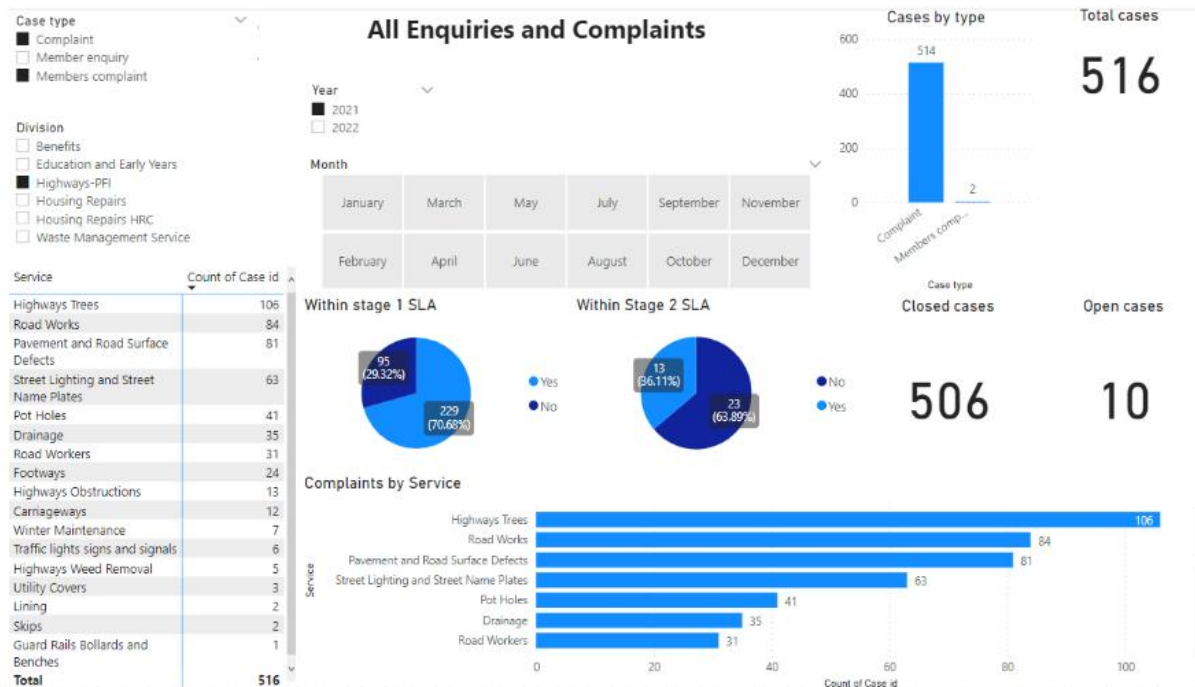
Top 3 service complaints:

- 106 highways trees
- 84 roadworks
- 81 pavement and road surface defects

Top 3 root cause problems:

- Efficiency of service,
- Failure to do something
- Inadequate services provided by a third-party

**Data source: iCasework system, (01/01 to 31/12/21)



Customer complaints data 2021 - Housing

5,097 customer complaints
174 member complaints.

Top 3 service complaints:

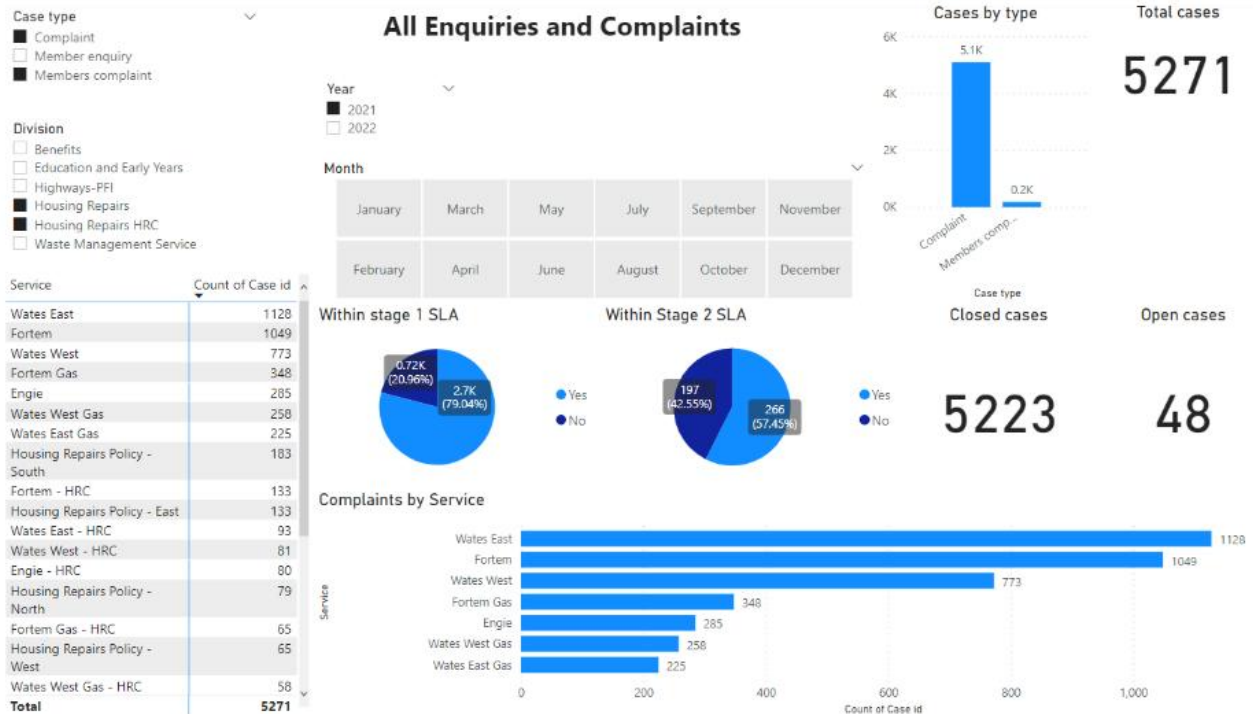
- **1,128 Wates East**
- **1,049 Fortem**
- **773 Wates West**

Top 3 root cause problems:

- **Delay in doing something 5**
- **Delay in doing something**
- **Repair – delay in doing something**

The data suggests the main issue is service delays by third-party contractors.

****Data source: iCasework system,
(01/01 to 31/12/21)**



Recommendations

What we think the findings mean and our recommendations for next steps



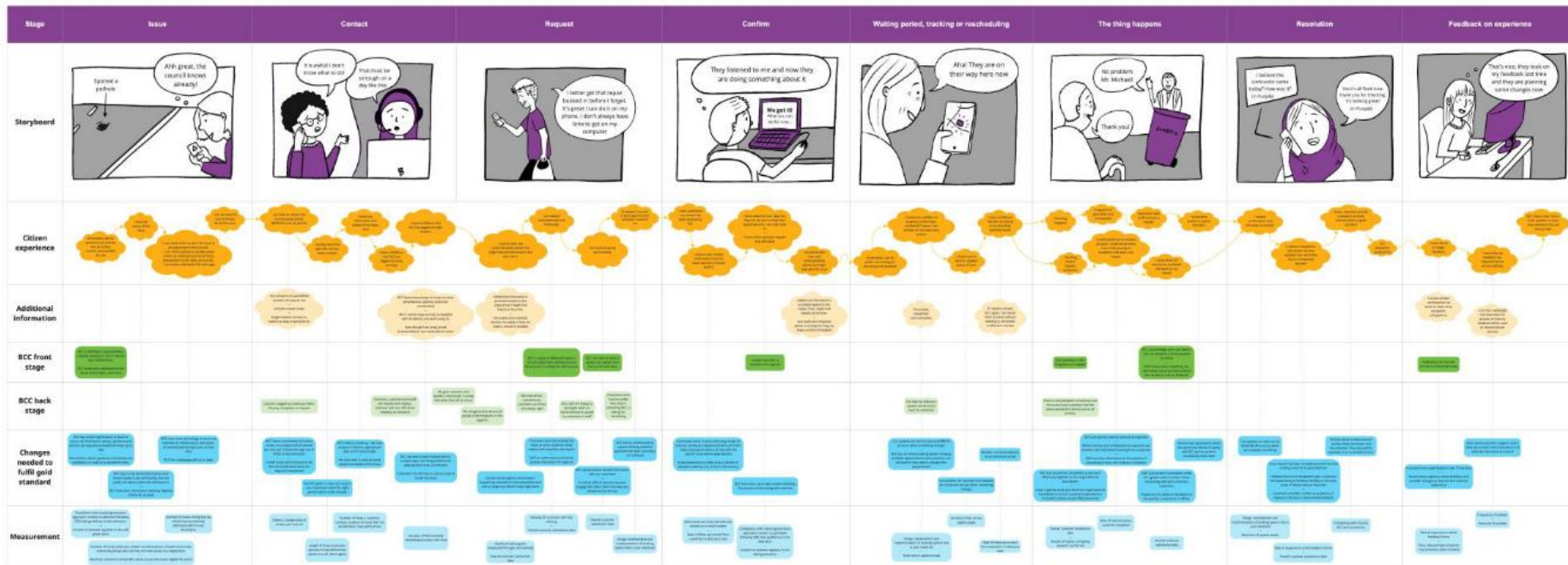
Introducing the 'gold standard'

This discovery set about to understand the common experience of customers with BCC and to establish a high-level standard that is intended to be broadly applicable to any service area.

- We have developed a detailed map of what this target 'gold standard' experience should look like, which is based on evidence from the research we have undertaken during this process
- We have consolidated this into a high level, visual that brings to life the future customer service experience
- We have developed a set of recommendations that detail how to realise this target experience

'Gold standard' customer experience

[View here](#)



'Gold standard' customer experience



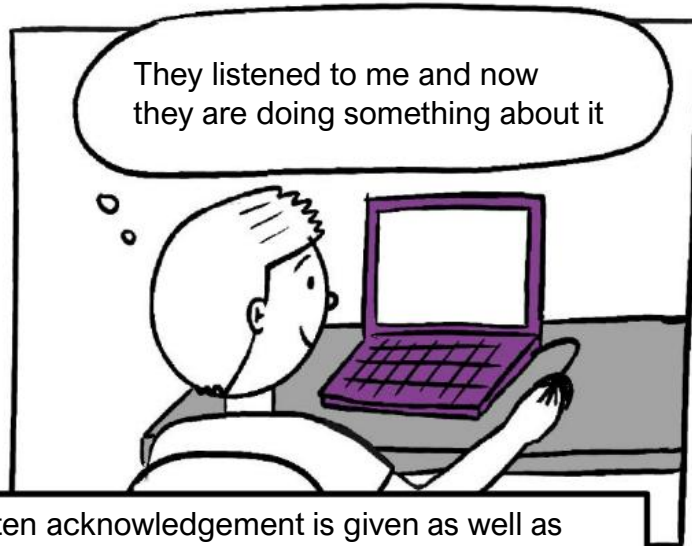
People of Birmingham can easily check online for live updates to find out if we're already aware of issues or if there are planned works in progress.



People can contact us, make requests and report issues through a contact method of their choice via the BRUM, account, telephone, email or social media.

We respond quickly and are always approachable and happy to help. We provide realistic timelines and advice, so people always know what to expect and what they can do while they wait for the issue to be resolved.

'Gold standard' customer experience



Written acknowledgement is given as well as information and advice where appropriate, so people can refer back to it if they need to.

People always feel acknowledged, have confidence that we are on their side and know we are helping them.



People are always kept updated on the issues they want to be notified about. They never have to chase us and can check progress easily online.

People feel empowered. They can get things done independently online, including rescheduling or cancelling appointments, if they need to.

'Gold standard' customer experience

People can trust us to do as we promised, in a timely manner.



Interactions with the council and our associated partners are always pleasant. We go the extra mile to ensure everyone is looked after.

Page 106 of 366

I believe the contractor came today? How was it?
(In Punjabi)

Yes, it's all fixed now, thank you for checking. It's looking great!
(In Punjabi)

People always feel looked after. Their concerns are addressed or answered properly and they are clear what they can expect from us.

People feel involved and valued, they are always provided with additional support if needed and their feedback is always asked for and reflected upon in the service.

Recommendations for service improvement

Insight	Recommendation	Success measure
<p>1 Customers feel poorly informed about BCC's processes and how to navigate them. They often don't understand what to expect or why something is happening. There isn't always an explanation for a situation and how BCC are dealing with it. There is a feeling of things getting lost in a big black hole.</p>	<p>Services must have clear, up to date content detailing the process of interacting with a service. IT&D should develop content governance to guide the creation and maintenance of all information, advice, guidance and policies. Roll out this governance across the organisation to ensure content is regularly reviewed and kept up to date. Information, advice, guidance and policies should always be made available in a range of accessible formats, online and offline</p>	<p>Compliance with content governance approach e.g. content is submitted following GDS style guidelines to the web team. Content is reviewed regularly in line with the governance.</p>
<p>2 Customers aren't sure if their contact has been received by BCC. Often they get no response at all, and they think that their contact has gotten lost.</p>	<p>Establish automated emails to be sent out confirming receipt of an enquiry, setting out an expected timeline and next steps. Conduct user research with email content to ensure user needs are being met. Include specific advice to help with the specific issue (where appropriate). Include contact details for people to address any errors in the enquiry.</p>	<p>Rate emails are read, rate links are clicked on in email content. Rate of follow up contact from customers to discuss a case.</p>
<p>3 People aren't aware of what issues have previously been reported to BCC. This leads to duplication of reporting and processing, which costs both customers and staff time.</p>	<p>Develop a cross directorate tool to track known issues in the community, that the public are able to view and contribute to. Ensure we clearly detail the eligibility criteria for taking action on an issue.</p>	<p>Number of times customers contact us online about a known issue in the community (those who call may not have access to a digital tool). The rate that customers contact BCC about issues that aren't eligible for action from the council.</p>

Recommendations for service improvement

Insight	Recommendation	Success measure
4 There's a perception amongst customers that BCC are often not proactive in maintaining assets, leading to issues being left longer than they should and becoming worse as a result.	BCC are already exploring how they could make use of smart technology to track and maintain its infrastructure and assets e.g. in housing and highways. This would enable the council to proactively address issues as they arise, often before they become a major problem that is expensive to fix.	The number of issues arising that a service should have proactively addressed within a set timeframe.
5 People aren't aware of when there will be works in their area, leading to frustration when parking is suspended, roads are closed, or there is noise and disruption.	Regularly maintain the existing webpage on roadworks and closures ensuring up to date details of planned works. Content should be clear and easily understood. Consider displaying works via Googlemaps rather than road name. https://www.birmingham.gov.uk/roadworks	Compliance with content governance approach e.g. content is submitted following GDS style guidelines to the web team. Content is reviewed regularly in line with the governance.
6 BCC have a huge number of phone numbers and email addresses. In addition citizens can contact the council via the BRUM account and social media. This is costly and ineffective for staff and confusing for citizens, resulting in varied quality of service.	As part of work already underway, consolidate all contact routes to a single point of contact per channel. Contact through any of these must be easy and quick. Online forms must be functional on all devices/browsers and regularly maintained.	There is a single point of contact per channel. There are no ineffective or broken forms.

Recommendations for service improvement

Insight	Recommendation	Success measure
<p>7 Customers often spend a long time waiting to speak to someone or on hold, with the line sometimes going dead during a call.</p>	<p>Consider reviewing the IVR system using tree testing techniques to ensure it is clear and easy to use. Customers should reach the right person within a few minutes.</p>	<p>Length of time a customer spends on hold before they speak to a call centre agent. The length of time a customer has to wait to speak to the right person about their issue.</p>
<p>8 Customers can feel the silos that exist within the council, and this negatively impacts the experience they have of services. They have to repeat their information and the details of why they are ringing multiple times, which is frustrating and time consuming.</p>	<p>The Data Programme is already underway to demonstrate the value of joining up BCC's data and making it available across the organisation. Investment in building a fit-for-purpose data function to ensure teams have access to relevant, appropriate data across directorates is essential to the effective running of a modern council.</p>	<p>Number of times a customer contacts us about an issue that has already been reported by them. Overall customer satisfaction data about an interaction with us.</p>
<p>9 Customers can feel the silos that exist between BCC and its partners, it feels like an 'us' versus 'them' scenario. Often the service is not joined up, with the wrong person being sent to do the repair and repairs not being carried out to an expected quality.</p>	<p>BCC and its partners need to review current processes and consider how to better join up delivery and work effectively together across organisational boundaries. Data must be appropriately shared across organisational boundaries to ensure customers experience a consistent, joined up and effective service.</p>	<p>Overall customer satisfaction data. Results of mystery shopping research carried out. Speed of resolution.</p>

Recommendations for service improvement

Insight	Recommendation	Success measure
<p>10 The existing map functionality to report an issue is difficult to use, clunky, often inaccurate and incompatible with some devices/browsers.</p>	<p>Consider improved ways of getting location data on issues, for example what3words, address/post code, coordinates. Customers should not have to use a map to locate an issue.</p>	<p>Accuracy of BCC correctly identifying a location first time.</p>
<p>11 The quality of an interaction with a customer service agent varies. Some customers experience helpful, understanding staff with a can-do attitude. Others find the language used by staff to be alienating, they sometimes feel fobbed off and unsupported by the agent, and sometimes they feel that the agent thinks they are lying or stupid. There are inconsistencies in how customers experience BCC and our partners.</p>	<p>As part of the Customer Programme and New Ways of Working, all staff will undertake Customer Centricity training in the coming year. This training must support the cultural shift needed in the council to put the people of Birmingham at the centre of everything we do, in practice as well as in what we say. Contractors and partners should also be in scope for this training to ensure consistency across the board.</p>	<p>Delivery of customer centricity training. Quality of advice given (measured through call listening). Overall customer satisfaction data.</p>
<p>12 Customers have to escalate to BCC when things don't go right, putting the burden on them to get things sorted.</p>	<p>Where services are not delivered as expected, BCC has a mechanism that allows us to proactively escalate internally before hearing from our customers.</p>	<p>Rate of internal versus customer escalation.</p>

Recommendations for service improvement

Insight	Recommendation	Success measure
13 Customers are unclear on the difference between an issue and a complaint, typically they just want to get the thing they have a problem with resolved.	BCC should consider publishing clear information on the processes of escalating an issue and making a complaint, so that customers are able to judge which route is most appropriate.	Rate that customers accurately escalate an issue or make a complaint
14 For some customers it is a lengthy process scheduling in an appointment via the contact centre. Some customers wish to be able to self serve and book/manage their own appointments.	BCC is already developing an online booking system showing available appointments that customers can self book in Housing. Use the user stories developed as part of this work to ensure this system is user need led and fit for purpose.	Design, development and implementation of booking system that is user needs led
15 Customers need to be kept up to date with changes to an issue that they care about. Some find the website is not updated quickly enough, and sometimes it's not updated at all.	Live updates are sent out via email/BRUM account, when something changes. Live updates are recorded and available for customers to view when something changes	Design, development and implementation of a live updates system that is user needs led. Read rate of update emails. Number of hits on live update pages

Recommendations for service improvement

Insight	Recommendation	Success measure
16 Customers experience varying standards of quality from BCC and its partners, some of which is poor. This results in the need for repeated contact about the same issue.	Service level agreements detail the agreed standards of quality and timeframes expected. These are known, documented and publicly available in an accessible format. Customers are served information about the SLA and expectations via the service, and don't have to hunt through the website for them. BCC/partners consistently meet them.	Compliance with SLAs by BCC and its partners. Overall customer satisfaction data. Results of mystery shopping research carried out.
17 Sometimes customers are asked for feedback before their issue has been resolved - this is frustrating and suggests BCC aren't joined up. Customers are often asked for on the spot feedback (particularly by housing repairs contractors). This can be intimidating and uncomfortable for some customers.	Once a request has been fully completed, an email is received inviting customers to give feedback. Feedback forms are designed to give customers the opportunity to feedback flexible on as many areas of the process as they wish. For those who are not online, they receive a call from the contact centre the following day to check in and get verbal feedback. People are not asked for feedback on the spot by a contractor or officer.	Rate of response to email feedback forms and feedback calls. Overall customer satisfaction data
18 Currently customers are often asked for feedback immediately. Customers also want to be able to retrospectively feedback on their experience. Customers want to know that the feedback they are sharing is being listened to and acted upon.	BCC has a mechanism for customers to lodge feedback later if they wish. Service areas regularly review feedback and consider changes to improve the customer experience. Each service area has a page to share what we've heard from customers and what we have done as a result.	Rate of response to online feedback forms. Pace, rate and type of service improvements taken forward. Frequency of and view rate of updates.

User stories

What is a user story and why do we use them?

User stories start off as short, simple and informal descriptions of software features from the key end user's perspective. End users can consist of stakeholders within the organisation and those external to the organisation.

User stories help to articulate what value a product feature can bring and have a better understanding of why users want certain functionality. It helps product owners, delivery/development teams shift their focus from writing about software features to discussing features. A user story helps to define the who, what and why of a product feature.

**As a <user role> I need <goal>
so that <benefit>**

As you move into build/configuring the new system the user stories will be developed further to include more details e.g., acceptance criteria that helps to identify if the story has been delivered.

User stories

As a customer...



I need to know what day my rubbish is collected, so that my rubbish isn't out on the street all week

I need to know when the council will pick up my missed bin so that I don't leave my bin out on the pavement all week

I need to know why my bins haven't been collected so that I can make sure my rubbish is picked up next time

I need to know how the council will deal with pests so that I get any problems fixed quickly

I need a reliable garden waste collection so that I can get rid of my garden waste easily

User stories

As a customer...

I need to know when the council has picked my missed bin up so that I don't need to chase the council

I need to know what to do if my cardboard cannot fit into the pod so that all my recycling gets taken away

I need to know which faults the council are already aware of so that I don't waste my time putting in a duplicate report

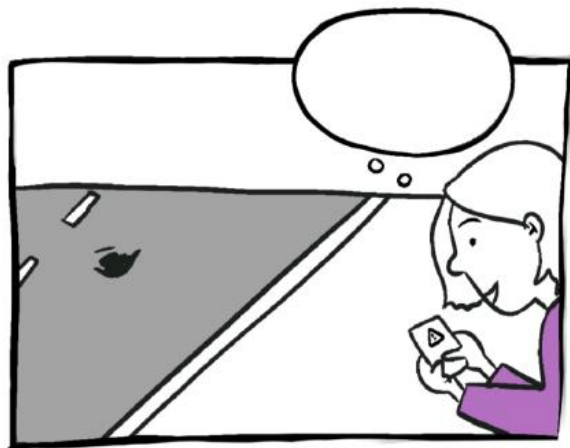
I need to report cars parked on the pavement so that I can use the pavement safely

I need to report damaged pavements easily so that I can use the pavement safely



User stories

As a customer...



I need to report a fallen tree whilst out and about so that it can be made safe for everyone

I need to be able to report faulty traffic lights whilst out and about so that they can be fixed quickly and safely

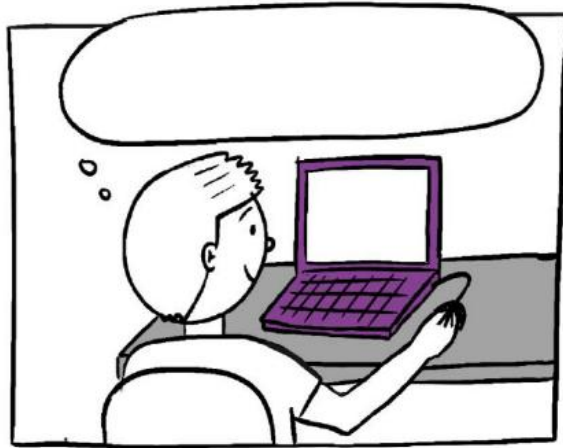
I need to know what is happening with my report so that I know someone is looking at it and when it has been fixed

I need to know what happens to my feedback so that I can see how the service will improve

I need an accurate way of sharing a fault location so that BCC can send someone to the right place to fix a fault

User stories

As a customer...



I need an easy way to pay the right Clean Air Zone charge so that I don't get fined

I need to know how much time I have to pay the Clean Air Zone charge so that I don't get fined

I need to know which area the Clean Air Zone operates in so that I don't get fined

I need to know whether I have to pay the Clean Air Zone charge for my vehicle so that I don't get fined

User stories

As a customer...

I need a simple way to tell the council if something hasn't worked so that I get the right repair and feel heard

I need an easy way to feedback about my experience so that I can help the service improve

I need to know whether the issue in my report will get fixed and how long it might take so that I don't chase it up or complain

As a new customer...

I need to know what I can and can't recycle so that I don't put things in the wrong bin

I need to know what day my collection is so that our bins don't overflow and become a problem

User stories

As someone with a disability...	I need to know how to ask for help with my bins so that my bins are collected with everyone else's
As a live out carer...	I need notifications when a collection is missed so that I can make arrangements for the person I look after
As someone who isn't online...	I need to report missed bin collections on my phone so that I can get my rubbish picked up
As someone part of a large family...	I need to get rid of our cardboard regularly so that I'm not having to put it in the normal rubbish bin

User stories

As a waste loader...



I need to be able to easily request my holiday so that I can take annual leave when I want to

I need to know there is nothing dangerous like asbestos in the bins so that I can keep myself safe

I need customers to know what they put in the recycling bins so that I haven't got to miss collections

I need any problem bins we can't empty to be logged so that they do eventually get fixed for the customer

User stories

As a waste driver...



I need 'slab in the cab' to work without technical issues so I can provide the best service to customers

I need to have the right training to use 'slab in the cab' so that I can make full use of the technology

I need to know anything that could impact my normal round before I start my shift so that I am aware of anything that has changed or could impact the service

I need a reliable team I can trust so that we can get our job done quickly and to a high standard

User stories

As a waste driver...

I need confidence that when I report fly-tipping that it is acted on so that I keep reporting it and keep the city clean

I need confidence that I'll be backed making decisions that follow council policy so that my crew and I feel trusted to the job

As a waste manager...

I need my staff to feel safe and not be abused at work so that morale doesn't drop even lower

I need to trust my teams to pick up waste accidentally dropped so that we can reduce the number of complaints

User stories

As a business support manager...



I need waste crews to be available later in the morning so that we can pick up dropped work

I need crews to have everything they need digitally so that they are more efficient and use less paper and ink

I need crews to have access to payslips digitally so that they have a permanent digital record and we use less paper and ink

User stories

As a complaints team member...

I need the system to be flexible when dealing with complaints so that the customer gets the right outcome

I need all waste depots to follow a consistent process so that I can deal with complaints efficiently

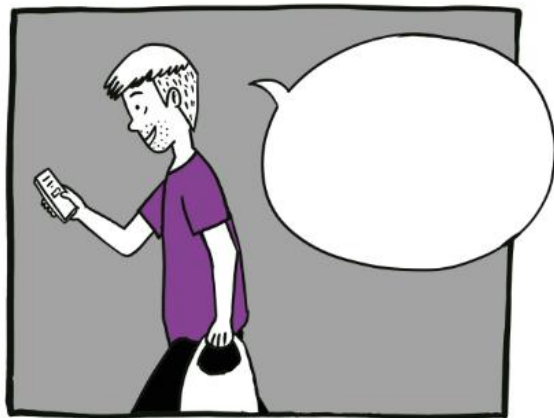
I need a consistent complaint reference number used by contractors so that we can easily track what happens with a complaint

As a resolution champion...

I need to easily find HR data so that I save time which can be spent with crews

User stories

As a tenant...



I need to know when my fault will be repaired so that I am at home when the worker arrives

I need to pick a suitable time for someone to visit so that I can manage times around work and school runs

I need the council to recognise how a fault impacts me and my life so that I get treated with respect and care

I need to send the council a photo/video of my fault so that BCC know what repair/s are required

I need the right contractor/s to turn up first time so that I haven't got to wait in more than once

User stories

As a tenant...



I need the person on the phone to effectively diagnose my fault so that I get the right repair and feel heard

I need to receive live updates about my repair so that I know what has happened and next steps

I want help to diagnose my own fault so that I can get the issue resolved as soon as possible

I need repairs to be fixed as soon as possible so that the fault doesn't cause more damage

I want the council to be proactive with maintenance so that faults stop happening in the first place

User stories

As a tenant...

I want the council to take ownership of the process so that I know where to go if something goes wrong

I want the council to take ownership of the process so that it doesn't become a problem again that needs further attention

I need a simple way to tell the council if something isn't working so that I can quickly get it fixed



User stories

As a contact centre agent...

I need a view of what has happened across a repair so that we can deliver an end-to-end service

I need to know how we monitor repair work so that I know all repairs are attended to

I need forms to be automated wherever possible so that we can use our time to better support customers

I need to be able to access a translation service so that all customers can communicate with us

I need to give customers advice about what they can do before a repair is carried out to make things easier in the meantime



User stories

As a contact centre agent...



I need live updates of the progress of repairs so that I can help customers when there is an issue

I need to offer customers flexibility around appointment slots so that I can find a slot that works for them

I need to accurately locate a tenant's property so that I can send someone to the right location

User stories

As a housing manager...



I need more investment in housing stock so that we can maintain our properties and prevent future repairs

I need to understand more about the complaints customers have so that we can reduce complaints going forward

I need a funded yearly maintenance schedule across stock so that we can save money in the long run

I need to make sure we are measuring customer satisfaction accurately and effectively so that we can make improvements and deliver the best service

User stories

As a housing manager...

I need something to capture extra information about cases so that the council have a better idea of the workload

I need time to deal with customer complaints properly so that we can provide a genuine response to customers

As a contractor...

I need feedback from the council on our complaints process so that we can make improvements and deliver the best service

I need the council to check new possible repairs before booking them so that there are fewer duplicate orders

User stories

As a business support officer...



I need a single system used by the council and contractors so that all complaints can be tracked

I need to know who is responsible for what so that we don't duplicate work and deliver a better service to customers

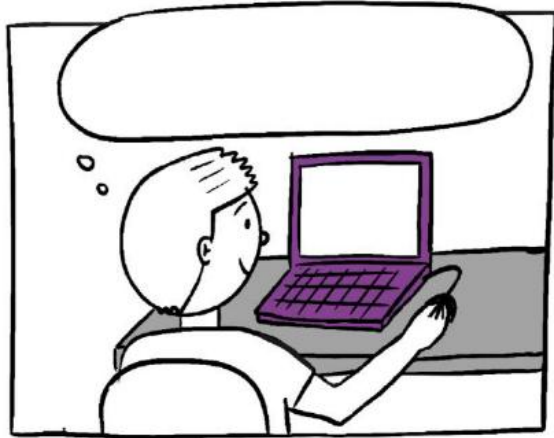
I need updates from the contractor so that I can keep track of open cases

I need rules around parking fines and the Clean Air Zone to be clear and publicly available so that more customers understand the rules

I need councillors to always report faults using our official process so that we treat all reports fairly and reduce duplication

User stories

As a business support officer...



I need access to information about historic parking fines so that I can help to clear the backlog of existing Clean Air Zone fines

I need to make sure complaints are handled by contractors in a consistent way so that all complaints are dealt with according to our standards

I need reports with accurate location information so that the contractor can find the fault straight away

I need to give customers consistent, quality information about their report so that customers feel their voice has been heard

I need full access to all details about a case so that I can efficiently deal with enquiries

Recommended next steps

#	Action	Who	Target end date
1	Service area to review outputs in detail, including deck and gold standard (on Miro: https://miro.com/app/board/uXjVO_OivcU=/)	Service area	Early May
2	Service area and programme team to come back together to discuss findings and next steps	Service area & programme team	Mid May
3	Agree next steps including what the service area is able to take forward, and what the programme can support on	Service area & programme team	Mid May



@BhamCityCouncil



@birminghamcitycouncil



@birminghamcitycouncil






birmingham.gov.uk

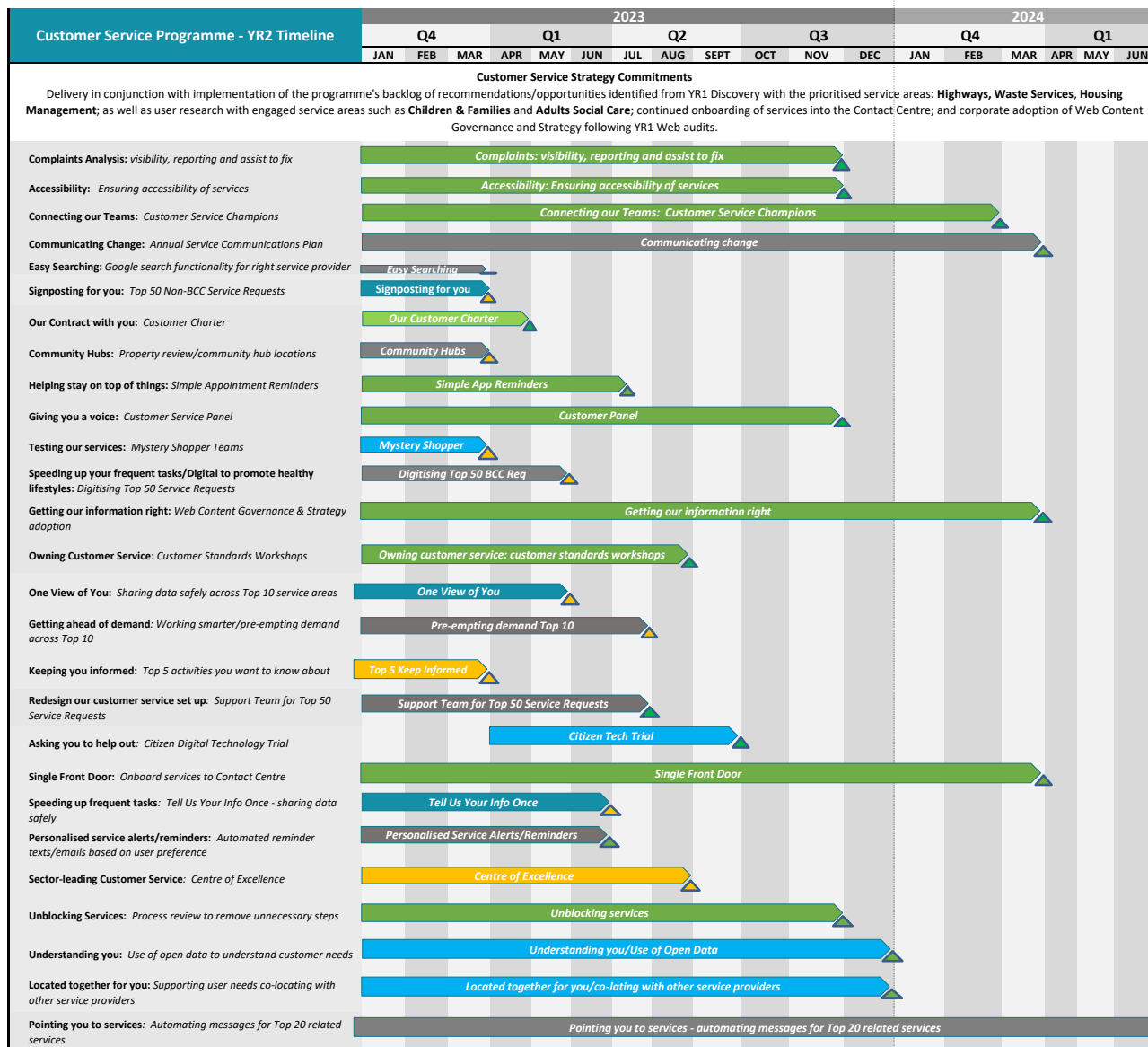
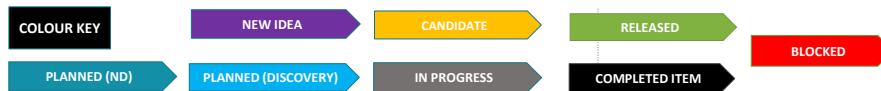


BE BOLD BE BIRMINGHAM

Page 135 of 366



Milestone Key:
 Not Achievable
 Might Be Achievable
 Achievable
 *Savings Opportunities Identified



Birmingham City Council

Coordinating Overview and Scrutiny Committee

Date 23 September 2022

Subject: Everyone's Battle, Everyone's Business Action Plan 2022/23

Report of: Richard Brooks, Director of Strategy, Equality and Partnerships

Report author: Richard Brooks, Director of Strategy, Equality and Partnerships

1 Purpose

- 1.1 To update the Committee on the Everyone's Business Everyone's Battle Action Plan.

2 Recommendations

- 2.1 Members note the presentation and appendices attached and agree any comments / recommendations.

3 Appendices

- 3.1 Appendix 1 - Everyone's Battle Everyone's Business Equality Action Plan 2022-23

Appendix 2 - The Workforce Race Equity Review 2021-22

Appendix 3 - A review of Everyone's Battle Everyone's Business Equality Action Plan 2021-22

Birmingham City Council

Report to Cabinet

6th September 2022

Subject EVERYONE'S BATTLE EVERYONE'S BUSINESS
EQUALITY ACTION PLAN 2022 -23

Report of Richard Brooks
Director for Strategy, Equality and Partnerships

Relevant Cabinet Member: Cllr John Cotton - Social Justice, Community Safety & Equalities

Relevant O &S Chair(s): Cllr Sir Albert Bore - Co-Ordinating Overview & Scrutiny Committee

Report author: Suwinder Hundal
Head of Equalities & Cohesion
Email: Suwinder.Hundal@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 009600/2022		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 This report sets out progress against Everyone's Battle Everyone's Business Equality Action Plan 2021 - 2022 and a refreshed Equality Action plan 2022- 23, with a particular focus on race equity in relation to the Council's own workforce.
- 1.2 The main body of the report is in three appendices:

Appendix 1 - Everyone's Battle Everyone's Business Equality Action Plan 2022-23

Appendix 2 - The Workforce Race Equity Review 2021-22

Appendix 3 - A review of Everyone's Battle Everyone's Business Equality Action Plan 2021-22

2 Recommendations

2.1 It is recommended that Cabinet:

- 2.1.1 Note the progress update of the Everyone's Battle, Everyone's Business Action Plan 2021-22 (**Appendix 3**)
- 2.1.2 Endorse the refreshed Everyone's Battle Everyone's Business Equality Action Plan 2022-23, particularly in relation to the new positive action measures being proposed for the City Council's own workforce, which are contained under Objective 5 of Everyone's Battle Everyone's Business Equality Action Plan for 2022-23 (**Appendix 1**).

3. Background

- 3.1 Birmingham is a welcoming city, proud of its rich diversity of cultures, people and communities – our greatest strength. Our city has a long history of social action, with communities coming together to tackle social injustices, build great institutions and businesses that changes lives for the better. This community spirit was evident during the COVID-19 pandemic, with communities, voluntary and faith organisations, businesses and active citizens coming together to provide vital support to those most at risk.
- 3.2 The pandemic and calls for racial justice reminded us that Birmingham remains a deeply unequal city, with stark inequalities in key outcomes such as incomes, employment rates, health and education, access to opportunities, the safety of communities and access to decent homes. These insecurities have marked the lives of a growing number of our citizens. Addressing these challenges is a long-term endeavour for the Council and its partners.
- 3.3 In response to addressing the deep-seated systemic social injustices and unequal life chances, Everyone's Business Equality Strategy and Action Plan 2021-22 (**Appendix 4**); and Workforce Race Equity Review (**Appendix 5**) were approved at Cabinet, May 2021

3.4 The Equality Strategy sets out the Council's approach to making long-term Council-wide improvements to embed equity in a wide range of policy and practice. The Strategy sets out five key principles to drive systemic change:

1. **A focus on equity** - We will focus our approach on equity.
2. **Actively listening to the voices of lived experience** - We will put those who are affected by inequalities at the heart of designing solutions.
3. **Understand the diverse range of views and perspectives of citizens and ensure solutions are based on the widest available evidence** - We will take an intersectional approach to understand how people experience inequality according to their social class, age, gender, ethnicity, disability and sexual orientation.
4. **Language counts** - We will aim to use plain language in our publications that is jargon-free and easily understood and will also develop a shared understanding of the terms used to describe inequalities.
5. **Place matters** - we will focus on place-based approaches that improve access to opportunities.

Tackling social and economic inequalities is complex and requires a deep understanding of the interconnected nature of the structures that create inequalities. Our five key principles will guide our work to become a council that puts equity at the heart of our policy making and services.

3.5 Our Statutory Duty: The Council's approach to equality in the workplace and service delivery is shaped by the Equality Act 2010 and Public Sector Equality Duty (PSED) which requires public bodies, in carrying out their services and functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those that do not.

3.6 As a Council we aspire to be a fair, inclusive and desirable employer, with a workforce that reflects the communities we serve. To properly understand the ethnic disparities within in our workforce, we undertook the first Workforce Race Equity Review (published in May 2020). This review revealed worrying patterns of low representation of Black Asian and minority ethnic staff across the Council, especially at senior levels. From the available workforce data, we identified an 8% ethnicity pay gap. We made a commitment to take action to improve matters.

3.7 Everyone's Battle Everyone's Business Equality Strategy and Action 2022-23 is the Council's framework that support our legal obligations to promote equity.

3.8 Over the last 12 months the newly established Equalities and Cohesion Team has been working with the Human Resources directorate, senior leadership team, external partners, voluntary and faith organisations and Council's Staff networks to monitor progress and refresh the equality action plan with new insights. These insights and engagement with our community and faith organisations, partners and staff have supported the revision of existing actions and include new actions.

4. **Refreshed Everyone's Battle Everyone's Business Equality Action Plan 2022-23**

4.1 The Everyone's Battle Everyone's Business Equality Action Plan 2022-23 brings together a specific set of actions focused on the protected equalities characteristics, with a particular focus on the City Council's role as a major employer and leader of the wider City Partnership. Everyone's Battle Everyone's Business is a strategy for the whole Council: it can only be implemented by action across all teams and directorates.

4.2 Five objectives provide the framework for the Everyone's Battle Everyone's Business strategy. They are:

- **Understand our diverse communities** and embed that understanding in how we shape policy and practice across the Council
- **Demonstrate inclusive leadership**, partnership, and a clear organisational commitment to be a leader in equality, diversity, and inclusion in the city
- **Involve and enable our diverse communities** to play an active role in civic society and put the citizens' voice at the heart of decision-making
- **Deliver responsive services** and customer care that is accessible, inclusive to individual's needs and respects faith, beliefs, and cultural differences
- **Encourage and build a skilled and diverse workforce** to build a culture of equity and inclusion in everything we do

4.3 **Some key successes over the past year include:**

- Birmingham becoming an accredited Living Wage City;

- the establishment of a Citizen/Community Stakeholder Panel to deliver the 'Stronger Communities' Commonwealth Games (CWG) programme activity.
- the publication of deep-dive health profiles on Birmingham's Sikh and Bangladeshi communities.
- The publication of our Levelling Up Strategy in November 2021.
- We adopted the RACE Code, with actions to dismantle barriers to career progress at senior levels.
- Safe Space Listening Circles have been established to capture employee's lived experiences of working within the Council. These sessions will support improve policies and will be used to inform future actions within Everyone's Battle, Everyone's Business to promote equity, and to measure how the actions have influenced change across the organisation.
- An LGBTQ+ citywide Partnership has been set up to make Birmingham a safe and inclusive city for our LGBTQ+ citizens

4.4 The Council is under constant scrutiny from the public and from our workforce in relation to the ethnic diversity and representativeness of our workforce, particularly at senior levels. The Workforce Race Equity Review findings show progress since 2019 in the proportion of our staff who disclose their ethnicity. However, Black, Asian and minority ethnic staff are more likely to be employed at the more junior levels of the Council's structure, and their numbers fall sharply at the more senior roles of Grade 6, Grade 7 and JNC officers (Assistant Directors and Directors). Our ethnicity pay gap stood at 10% in May 2022 and issues of race equity and the representativeness of senior Council leadership are a major concern for many of our staff.

4.5 Recognising that we haven't gone far or fast enough to tackle persistent systemic inequality affecting our Black, Asian and minority ethnic staff, we have accelerated our pace to make meaningful progress to develop new proposals that improve race equity in the Council. A Race Task and Finish Group led by the Equalities and Cohesion Team and supported by Human Resources was set up in early 2022. The aim of the Group was to refresh the Everyone's Battle Everyone's Business actions under Equality Objective 5, to increase ethnic diversity and representativeness at all levels of the Council, with a focus on development, progression and recruitment to more senior roles where there are the greatest disparities.

4.6 The task and finish group has produced a set of evidence-led proposals, including positive action shaped by qualitative and quantitative data, plus engagement with staff, and these are reflected in Objective 5 (**Appendix 1**). These actions will

collectively drive both positive outcomes and cultural change. They will need strong support from across the whole leadership of the Council.

- 4.7 Staff Networks have made a particular contribution to the work of the Race Task and Finish Group, including the Corporate Black Workers' Support Group and the Asian and Allies Network. Our staff networks provide valuable insight and an opportunity for constructive engagement on issues that greatly matter to our staff. It is important that the whole of our Extended Corporate Leadership Team engages positively with the staff networks.
- 4.8 Everyone's Battle Everyone's Business Equality Strategy and Action Plan is an evolving living document, one that is based on continuous engagement and evaluation. We will refresh our actions throughout the year, reflecting new local/national data and insights from our Partners, community and faith organisations; and staff.

5 Governance

- 5.1 Delivery and continuous review of the action plan is overseen by the Council's Equality and Cohesion Star Chamber. The Equalities Star Chamber is chaired by the Cabinet Member for Social Justice, Community Safety and Equalities and provides robust internal challenge and scrutiny of the Council's performance against the five Equality Objectives to drive sustained improvements to our internal equalities practice. All key Council decisions are to be supported by an equality assured Equality Impact Assessment by the Star Chamber. The Corporate Leadership Team provides strategic oversight supported by the Corporate Equalities and Cohesion team.

6 Matters for Cabinet to Note

- 6.1 There have been two unsuccessful funding applications to deliver action 4.14 and Vanley Burke and partners have decided to put on hold the project for the time being. On this basis, action 4.14 has been removed from Everyone's Battle Everyone's Business Equality Action Plan 2022-2023

7 Consultation

- 7.1 The Equalities and Cohesion Team undertook a series of Council wide staff engagement sessions, including:
- Staff Safe Spaces Listening Circles
 - Three workshop sessions with Corporate Black Workers group executive, Chair of the Asian Allies, trade unions, Organisational Development
 - On-line Teams sessions with the wider Asian Allies Network

- Presentation and workshop at the Corporate Black Workers Group annual general meeting 2022
- Engaged the LGBTQ+ Staff network

7.2 Further engagement:

- Stronger Communities Community Stakeholder Panel were asked to provide comments.
- The Council's Corporate Leadership Team has been consulted on the refresh of Everyone's Battle, Everyone's Business Action Plan 2022-2023 and involved in the preparation of this report.
- The Council's Executive Management Team has been consulted on the refresh of Everyone's Battle, Everyone's Business Action Plan 2022-23.

8 Risk Management

- 8.1 The Council has established an Equality and Cohesion Star Chamber, chaired by the Cabinet Member for Social Inclusion, Community Safety and Equalities to oversee the delivery of its Equality Objectives 2019-2023 to support compliance with the Public Sector Duty.

9 Compliance Issues:

9.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?

- 9.1.1 Everyone's Battle Everyone's Business Equality Strategy and action plan 2022-23 supports the delivery of the Council's Levelling up Strategy and addressing the Council's five grand challenges.

9.2 Legal Implications

- 9.2.1 Section 149 of the Equality Act 2010 enacts a single general public sector equality duty (PSED) which applies to public authorities exercising public functions. The duty on public authorities to have "due regard" to the PSED in *section 149(1)* of the Equality Act 2010 is more than simply a requirement to have general regard. Real thought must be given to the PSED and its requirements.
- 9.2.2 Equality Act 2010 (Specific Duties) Regulations 2011 the Council must prepare and publish at least one equality objective once every four years.
- 9.2.3 Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 impose a duty on specified public authorities with at least 250

employees to publish gender pay gap information relating to employees, in order to demonstrate compliance with the public sector equality duty.

9.2.4 Health and Social Care Act (2012) the Council has a statutory duty to tackle health inequalities.

9.2.5 The Council will take positive action as permitted in section 158 and 159 of the Equality Act 2010) to alleviate disadvantage and under-representation experienced by those with a protected characteristic.

9.2.5 The actions in this report and adoption of the proposed objectives will ensure the above legal requirements are met.

9.3 Financial Implications

9.3.1 The Cabinet approved additional funding in the 2020-2024 Financial Plan to support delivery of the Equality Objectives, with an investment of £0.646m in 2020/21 rising by £0.042m to £0.688m from 2023/24 onwards. Any additional programmes and activities will be funded through the existing budget allocation.

9.4 Procurement Implications (if required)

9.4.1 These are highlighted in the action plan.

9.5 Human Resources Implications (if required)

9.5.1 These are highlighted in the action plan, which has been developed with close involvement of HR colleagues.

9.6 Public Sector Equality Duty

9.6.1 The Council has statutory duties under the Equality Act 2010. Collectively referred to as the general duty to promote equality. The Council also has a specific duty to eliminate discrimination, advance equality of opportunity and foster good relations between different people.

- Decision-makers are required under Section 149 Equality Act 2010 to promote equality for persons with the following protected characteristics: age, disability gender reassignment, pregnancy and maternity, race religion or belief, sex, sexual orientation. Decisions need to show due regards to:
- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not Foster good relations

between people who share a protected characteristic and those that do not.

- 9.6.2 The proposed Everyone's Battle Everyone's Business Equality Action Plan 2022 - 23 in this report will ensure the above legal requirements are met.

10 Environmental and Sustainability Implications

Proposals are unlikely to have any specific impact on the environment and sustainability.

11 Appendices

Appendix 1 - Everyone's Battle Everyone's Business Equality Action Plan 2022-23

Appendix 2 - The Workforce Race Equity Review 2021-22

Appendix 3 - A Review of Everyone's Battle Everyone's Business Equality Action Plan 2021-22

12. Background Documents

- 12.1 [Everyone's Battle Everyone's Business Equality Strategy and Action Plan 2021-2023](#)

Refreshed

Everyone's Battle Everyone's Business

Equality Action Plan 2022-23

Appendix 1



Page 149 of 366

Everyone's Battle Everyone's Business Equality ACTION PLAN 2022-23

Equality Objective 1: Understand our diverse communities and embed that understanding in how we shape policy and practice across the Council					
	Action Detail	Strategic Leads	Outputs	Timeframe	Progress update & comments
1.1	Publish data, analysis, and insight through a new Birmingham City Observatory, with a focus on understanding equalities issues and our diverse communities, establishing a single version of the truth to use within the Council and to share with our Partners.	Birmingham City Observatory Pye Nyunt	New ward and constituency profiles published. City Indicators developed and published. Census 2021 data and analysis published.	Soft launch of City Observatory May 2022, public data by end July 2022. Ongoing work on multiple datasets for publishing into the City Observatory to Jan 2023	New ward profiles have been disseminated to all Members and the online tool is now accessible to all Council staff. Constituency profiles are under development for 14 th July 2022 launch of All Party Parliamentary Group on Levelling Up Birmingham. East Birmingham Profile under development for use in Trailblazer Devolution Deal discussions with Combined Authority. City Indicators under development for inclusion in Corporate Plan 2022-23 Also, to include Community Health Profiles and Joint Strategic Needs Assessment.



1.2	Deliver workshops to the Council's staff to disseminate insight on equality issues across the city, including how personal characteristics and circumstances intersect to disadvantage individuals.	Birmingham City Observatory Pye Nyunt	<p>Insight products developed and published internally, and programme of staff engagement activity delivered.</p> <p>Define a set of staff involvement indicators that can be monitored quarterly e.g. numbers accessing online seminars, product downloads.</p> <p>Engagement with the staff networks</p> <p>Meeting</p>	<p>The programme of work will begin 30 November 2022</p> <p>Ongoing</p>	<p>Key priority is to disseminate new Ward Profiles internally so that staff understand how to use them and to support further development.</p> <p>Currently planning staff roadshows and a webinar/podcast on the ward profiles</p> <p>City Indicators are being developed and engagement has commenced with Overview & Scrutiny committee.</p> <p>Census 2021 results are yet to be delivered by ONS.</p>
1.3	Review the use, quality and impact of Equality Impact Assessments to improve council policy and practice.	Equalities and Cohesion Suwinder Hundal	Internal audit of Equality Impact Assessments conducted and published, including use of our Equality Impact Assessment Toolkit across the council, with metrics and evidence of impact on policy and practice, and recommendations for improvement.	March 2023	A council officer working group has been established to improve the EIA toolkit and quality assurance of EIAs before decisions are approved.



1.4	Commission further ethnographic research to gain insights into the lived experiences of our residents and intersecting equalities issues to support evidence-led decisions.	Public Participation TBC once the head of service is appointed	Initial work required to map work already undertaken and assess next priorities. Research findings to be shared internally and with partners. Further studies to be commissioned	September 2022 March 2023 March 2023	Note work led in this area by Public Health Division: Poverty Truth Commission, BLACHIR, Community Profiles. Identify partner directorates for next activities. NB Public Participation Team within SEP Directorate is new, with staff being recruited June / July 2023
1.5	Publish workforce equality information and analysis annually on the Council Website.	People Services Craig Scriven	Publish workforce equality information and analysis in an accessible format.	March 2023	Whist annual publication provides an important public progress check, we must also begin continually monitor workforce equality data to drive internal performance and decision making. See Objective 5.
1.6	Deliver workshops on the equality legal framework and our overall approach to mainstreaming equality to all employees and Members.	Equalities and Cohesion Suwinder Hundal	Refresh the information on the 'Inclusive Workplace' pages of the Intranet. Officer specific training and workshops for staff and Members on the Equality Act 2010 and Public Sector Equality Duty	December 2022 March 2023	



Equality Objective 2: Demonstrate inclusive leadership, partnership and a clear organisational commitment to be a leader in equality, diversity and inclusion in the city

	Action Detail	Strategic Leads	Outputs	Timeframe	Progress update & comments
2.1	Cabinet Members and officers will not participate in public panels that do not include female and Black, Asian minority ethnic panellist	Cabinet Office, Chief Executive's Office Rishi Shori	Council wide communication on 'rules of engagement'. Review conducted by Equalities & Cohesion Team of attendance at public events where Cabinet Members or officers take part at 6 & 12 months.	September 2022 Review of progress at 6 & 12 months.	Action is required from all officers appearing on public panels to check diversity of events they are due to participate in. If the panel is not diverse then the options are: a) the council sends a suitable representative, b) the organisers find a suitable participant, or c) the council does not participate.
2.2	The Council will stop using the acronym 'BAME' in all communications and documents, because many of our Black, Asian minority ethnic staff do not identify with it for monitoring, reporting or personal reasons.	Equalities and Cohesion Suwinder Hundal	Communicate reasons for not using this term that serves to homogenise different histories, identities and cultures, including the challenges and inequalities experienced by staff Review key public documents to ensure the term is not used	From October 2022 onwards	There may never be full consensus over the right terms to use in relation to race and ethnicity: we will need to continue to engage with our staff. In circumstances where categorisation is required, the Council will develop a consensus on the use of



					'Black, Asian and Minority Ethnic'
2.3	Develop a Birmingham Employment Charter in partnership with other public sector agencies, private sector partners and anchor institutions to ensure best practice in diversity and increase recruitment across all sectors from the most excluded communities in the city.	Strategy Equality Partnerships Richard Brooks	Agree a Birmingham Employment Charter with the Birmingham Anchor Network. Number of major employers and small and medium sized employers (SMEs) adopting the Birmingham Employment Charter. Collect and publish data on representativeness of employment by signatories	January 2023 Ongoing ongoing	A draft Charter has now been developed and the process of engagement with partners has now started.
2.4	Improve the equalities impact of council commissioning & procurement	Corporate Procurement Rokneddin Shariat	Monitor and report tender applications from diverse disadvantage groups. Monitor and report percentage of applications awarded / declined and justifications for decision.	Quarterly reports to Corporate Leadership Team on the impact of the award of contracts across the council	
2.5	Improve the equalities impact of partner commissioning & procurement	Corporate Procurement &	Development of a terms of reference (or sign up to an agreed vision) with city institutions to improve	January 2023	



		Strategic Partnerships Rokneddin Shariat	commissioning and procurement, including opportunities for diverse Voluntary Community Social Enterprises.		
--	--	---	--	--	--

2.6	Strengthen our Staff Networks across the Council, increasing their visibility to all staff and increasing senior officer participation in the Networks.	Equalities and Cohesion Suwinder Hundal	Update Managers guidance on support to Staff Networks	December 2022	Terms of Reference for networks are currently being developed in consultation with the staff networks.
			Identify a CLT champion for each directorate Staff Network.	September 2022	Work across the directorates and divisional staff networks to share good practice.
			Increased attendance by Executive Corporate Leadership Team members at network events	Review in December 2022	Update current Council staff policy to include time out for network committee members to undertake activity on behalf of their members
			Employees who sit on a network committee to have at least one of their annual objectives linked to work they undertake for the group, with linked professional development opportunities for	For inclusion in 2022-23 personal development and performance plans	Ongoing communication with managers to ensure staff have dedicated time available to them to join staff network groups by establishing manager guidance on staff networks Members of Extended Corporate Leadership Team to



			<p>network committee members.</p> <p>Staff networks to be empowered to take an independent role to act as a critical friend in supporting development of key policy decisions.</p>		<p>participate in staff network events.</p> <p>Network events will be publicised to Extended Corporate Leadership Team in good time by Equalities & Cohesion Team supporting the Networks.</p>
2.7	Deliver the Birmingham Living Wage Partnership action plan to increase Real living Wage employers.	<p>Equalities and Cohesion</p> <p>Suwinder Hundal</p>	<p>Report progress on actions to City Board</p> <p>Publish and celebrate new RLW employers</p> <p>Run a campaign to encourage employers to become a Real living Wage employer.</p>	<p>Ongoing</p> <p>January 2023</p> <p>October 2022</p>	The existing Action plan is being taken forward by the Living Wage Partnership.
2.8	Birmingham City Council to establish a new Lesbian, Gay, Bisexual and Trans (LGBT) + city wide advisory partnership	<p>Equalities and Cohesion Team</p> <p>Suwinder Hundal</p>	<p>Establish a city-wide diverse LGBT+ Partnership</p> <p>Communications plan to raise awareness of the LGBT+ actions</p> <p>Publish progress of the actions identified by the Partnership</p>	August 2022, every 2 months	First meeting of the Partnership took place on 15 th June 2022. Subsequent meetings planned every 2 months.



2.9	Deliver in-person interactive Member Equality Training	Equality and Cohesion Strategic Lead: Suwinder	Workshops delivered Evaluation of effectiveness of training	Training delivered by January 2023 Evaluated by March 2023	Work with Overview & Scrutiny, Cabinet office and LGA to develop a training programme
2.10	Tackle period poverty and reduce period stigma	Equalities and Cohesion Suwinder Hundal	Comms plan to raise awareness of Period Poverty Introduce period products into council buildings Publish articles on raising awareness menstruation	Ongoing, with Progress report by December 2022 January 2023 October 2022	Working with the Staff Networks to create educational articles around menstruation, and how managers and colleagues can provide support. Currently working with the NWOW Team to investigate how agile working will affect employees within lower paid roles, and how we can tackle inequalities that may arise. Work with partner organisations and local SMEs on how to tackle period poverty and stigma within the City.
2.11	The Council will work with the Youth City Board to ensure young people's voices are actively influencing policy decisions.	Strategy, Equality and Partnerships Richard Brooks	Meet with Youth City Board and agree refreshed role on City Partnership	December 2023	



Equality Objective 3: Involve and enable our diverse communities to play an active role in civic society and put the citizens' voice at the heart of decision-making

	Action Detail	Strategic Leads	Outputs	Timeframe	Progress update & comments
3.1	Establish a Public Participation Team to improve the quality and consistency of public & community engagement, involvement and participation across the council, and to deliver key corporate public participation priorities.	Strategy, Equality & Partnerships Richard Brooks	Externally commissioned review of community engagement Mapping of public engagement and participation work across the council Resident survey redesigned and restarted (this was ceased during Covid)	External Review Q3 2022 Mapping to start once team recruited – external recruitment starts July 2022	Public Participation Team within SEP Directorate is new, with staff being recruited June / July 2022
3.2	Review the Council's cross - Directorate " Working Together in Birmingham's Neighbourhoods " policy to ensure: community and neighbourhood organisations representing diverse communities can be properly heard and influence decision-making; that internal and external funding sources not directly available to the Council are levered in and focussed upon supporting grassroots community	Neighbourhoods Chris Jordan	Review of the Working Together in Neighbourhoods approach	31 January 2023.	



development, capacity building, post-Covid community recovery and strengthening civil society.				
--	--	--	--	--

3.3	Establish a Gypsy Roma Traveller Partnership (GRT) to develop a better understanding of the inequalities experienced by Gypsy Roma Traveller communities and act to close inequality gaps.	Equalities and Cohesion, Suwinder Hundal City Observatory Pye Nyunt	Establish a cross agency Gypsy Roma Traveller partnership. Identify actions that respond to differing needs of Gypsy Roma Traveller communities. Improve data on Gypsy Roma Traveller Gypsy Roma Traveller communities.	September 2022 December 2022	A draft Term of reference is in place, which will be discussed and agreed with the GRT partnership which is being established. Internal conversations with our staff are in progress.
3.4	Support the Stronger Communities Community Stakeholder panel to provide community oversight of the Commonwealth Games legacy programme.	Equalities and Cohesion Suwinder Hundal	Publish the work of the panel on the council website	Monthly meetings of the panel	Monthly meetings take place to look at CWG community engagement. Next steps: to provide community oversight of the Everyone's Battle Everyone's Business Action Plan 2022-23.
3.5	Co-design a network of local Heritage Trails with local people engaged in shaping an interconnected network of heritage trails that navigate through Birmingham's history, shaped	Equalities and Cohesion Suwinder Hundal	Launch of completed heritage trails during the Commonwealth Games Publish and promote list of all the heritage trails	July 2022 December 2023	On track for delivery as part of the CWG



	through diverse stories of settlement. Championing the telling of “unheard histories” with communities defining their own narrative of Place				
3.6	<p>Deliver Commonwealth Games legacy stronger communities’ activity: “We Made Birmingham” a co-designed programme working with communities to create narratives about their localities, reflecting on how communities want their neighbourhoods to be seen when the spotlight of the Commonwealth Games is on Birmingham.</p>	<p>Equalities and Cohesion Suwinder Hundal</p>	<p>Update on progress to Cabinet</p>	<p>January 2023</p>	<p>Local community & voluntary organisations have been commissioned recruit and train Local young as community journalists to capture record stories of heritage, community activism and migration that builds connection to places and each other.</p>



3.7	Redesign the Birmingham Peace Garden to enable communities across the city to use the space for commemoration and celebration of humanity. Ex service personnel are being represented in the Peace Garden by the proposed works with a trail that will help remember those that have been in or lost to conflict.	Equalities and Cohesion Suwinder Hundal	Soft launch School event at Peace Garden Launch of redesigned Peace Garden	July 2022 August 2022	<p>A local community has been commissioned to redesign the Peace Gardens and engage local communities in the design.</p> <p>All work is on track and the gardens will be ready for the games.</p> <p>The Armed Forces partnership has worked with ex service personnel to create a poppy Trail using rocks.</p> <p>Volunteers will facilitate a tour of the Peace Garden to host a ribbon cutting ceremony and a range of gardening and natural world educational activities. Woodhouse Primary School Choir will provide a performance</p>
3.8	Deliver Inspiring Future Leaders programme designed to engage	Equalities and Cohesion	Delivery of interactive workshops	December 2022	This programme is community based. A local



	young people from Black Asian ethnic minority Backgrounds in activity to build future leaders in education.	Suwinder Hundal	Award ceremony of programme graduates Evaluation of programme	April 2023 June 2023	organisation has been commissioned to recruit marginalised young people. To deliver workshops Identify role model mentors to support participants
3.9	Implement Poverty Truth Commission phase 2	Public Health Justin Varney	Launch event Progress report to be published	Achieved – 19 May 2022 Autumn 2022.	Phase 2 of the Poverty Truth Commission has been launched. The commission was officially launched and fully recruited to 19 May.
3.10	Develop phase two of the Council Civic Leadership programme with Operation Black Vote (OBV) to invest in, enable and grow a new generation of civic leaders from Black Asian minority ethnic backgrounds.	Equalities and Cohesion Strategic Lead: Suwinder Hundal	Increase in Black, Asian and Minority Ethnic civic leaders (via Operation Black Vote) Produce an evaluation of Phase two. Monitor career journeys of programme participants	December 2022	Discussions are taking place with OBV to develop a phase two of the Civic Leadership programme. Phase one evaluation findings will help inform the 2022 programme of activity.



Equality Objective 4: Deliver responsive services and customer care that is accessible and inclusive to individual needs and respects faith, beliefs and cultural differences

	Action Detail	Strategic Leads	Outputs	Timeframe	Progress update & comments
4.1	Review and refresh the council's Faith Covenant to ensure that we work with and give a voice to our ever more diverse family of faith communities in the city.	Equalities and Cohesion Suwinder Hundal	Publish signed refreshed Birmingham Faith Covenant.	September 2022	Steps to address this action are in train with Birmingham Communities of Faith (BCF) group. Initial meetings have taken place with stakeholders Key next steps refresh and re-launch the Faith Covenant and Faith Map. A draft call to action is being developed with partners to engage faith and belief-based groups.
4.2	Establish a Faith Covenant Partnership to oversee the work of a refreshed Birmingham Faith Covenant.	Equalities and Cohesion Suwinder Hundal	Faith Partnership established with a clear set of terms of reference and standards Action plan agreed and progress published on the Council Webpage.	September 2022 January 2023	Initial discussions have taken place to establish a Faith Partnership.



4.3	Work with schools and local historians to develop new curriculum resources that tell the “Birmingham Story” – fully exploring its diversity, challenges and its meaning for the Birmingham of the 2020s and beyond.	Education and Skills Lisa Fraser	Creation of the ‘Birmingham Story’ curriculum and supporting resources. Resources published on Council Webpage	31 August 2022. January 2023	This action is underway. The Birmingham Civic History project is being delivered by Birmingham Education Partnership (BEP) and is currently engaging with schools in the city. Resources are available through the BEP Hub.
4.4	Promote with our communities and partner organisations the programme of cultural, faith and other key events which will be celebrated and commemorated to build community cohesion and bring different groups together.	Equalities and Cohesion Suwinder Hundal Communications Eleri Roberts	A Birmingham calendar of cultural and faith events established and communicated	From August 2022	This live calendar of cultural and faith events is being finalised alongside the Lord Mayor’s Office, Culture Team and Corporate Communications Team. Further work will include working with communities to celebrate and mark events
4.5	Engage with communities to review the appropriateness of local monuments and statues on public land and council property. We will also ensure that the plaques accompanying our monuments properly and fully explain their	Culture Symon Easton	Publish register of all monuments and statues on public land and council property	December 2022	Initial work on the reinstatement of Boulton, Watt Murdoch statue in Centenary Square has started. The public consultation around the revised interpretation will be



	historical context, where appropriate.		Review undertaken on appropriateness of monuments and statues.	March 2023	a pilot for further work in this area.
4.6	Undertake a review of street and public space naming to ensure that potential new names properly reflect and respect the city's history and communities, together with our wider Heritage Strategy.	Transport & Connectivity Philip Edwards	Refreshed Street Naming Policy which enables a wider range of names reflecting diverse themes to be introduced Consideration of street names for inclusion on a pre-approved list reflecting Birmingham's diverse culture	October 2022	Street Naming & Numbering (SNN) policy is currently under revision and Cabinet approval is required to implement the new policy. A new procedure for streets named after people no longer living and for suggestions with no specific new road in mind, is recommended for inclusion in the SNN policy. As policy revision requires Cabinet approval with associated EIA and consultation exercise, this is still in progress. The report is currently expected at Cabinet on 7th September.
4.7	Refresh Birmingham's Heritage Strategy in consultation with communities to reflect on the contribution from of all our	Culture Planning & Development	City-wide Consultation and engagement with communities on the refresh of Birmingham's Heritage Strategy.	May 2023	



	communities in telling the Birmingham story and setting out our ambitions going forward.	Symon Easton	Refreshed Birmingham's Heritage Strategy published.		
4.8	Review the displays of art in our civic buildings to ensure they also tell the full story of Birmingham, including the renaming of a room in the Council House to properly mark the contribution of Black, Asian minority ethnic civic leaders.	Culture Symon Easton	Review undertaken of all art in civic buildings A room renamed in the Council House to mark the contributions of Birmingham's Black, Asian minority ethnic civic leaders.	March 2023 January 2023	Officers will work with Birmingham Museums Trust on this as the city's heritage experts. This will take place following the current work to decant all collections from BMAG and Council House. NB a room has yet to be identified and a process drawn up for how a name can be chosen and agreed.
4.9	Deliver the Everything to Everybody Shakespeare project activity . This is a multilingual celebration of Birmingham, Brummies' and their Shakespeare, delivering a community co-exhibition at Library of Birmingham, family engagement days, collections workshops, neighbourhood productions & projects in locations around the city, a 15 venue tour of Birmingham's First Folio.	Library of Birmingham Dawn Beaumont, Head of LOB Tom Epps	Community co-curated exhibitions at Library of Birmingham delivered 15 venue tour completed	July November 2022	This is an on-going project. The E2E (Everything to Everybody) World's Stage videos are an example of the type of work being delivered by the project (235) World's Stage - YouTube



Equality Objective 5: Encourage and build a skilled and diverse workforce to build a culture of equity and inclusion in everything we do.

	Action Detail	Strategic Leads	Outputs	Timeframe	Progress update & comments
5.1	<p>Publish information on our Ethnicity Pay Gap as part of an annual Workforce Race Equity Review. This will also include actions to close gaps and promote equity.</p> <p>Directorate Pay Gap reports produced annually and presented to CLT for information, benchmarking and action planning</p>	<p>People Services</p> <p>Darren Hockaday</p>	<p>Ethnicity Pay Gap published annually on council website.</p> <p>Produce an annual report to include intersectionality of ethnicity and gender pay gaps at directorate level to support localised action planning.</p>	<p>Annual publication in March aligned with Gender Pay Gap report</p> <p>Annual performance monitoring at Directorate level aligned with the overall publication dates</p>	<p>The Workforce Race Equity Review contains this data.</p> <p>The key finding is that Black, Asian minority ethnic representation is disproportionately lower at higher grades of the council (G6, G7& JNC officers).</p> <p>BCC's measured Ethnicity Pay Gap increased from 2019 to 2021, but this is likely to be driven increased disclosure of ethnicity, especially at lower grades by our staff over this period.</p>
5.2	<p>Publish information on our Gender Pay Gap supported by actions to close gaps and promote equity.</p>	<p>People Services</p> <p>Darren Hockaday</p>	<p>Gender Pay Gap published annually on council website</p>	<p>Annual publication in March in line with national legislation and aligned with Race</p>	<p>The Gender Pay Gap has reduced to 3.9% mean and 4.7% median.</p> <p>This is the 3rd reduction and sees us compare well to core cities</p>



				Pay Gap publication	
5.3	Undertake our first Disability Pay Gap analysis, supported by actions to close pay gaps and promote equity.	People Services Darren Hockaday	Publish council's first Disability Pay Gap report, with recommendations for action accordingly. Widen the pay gap analysis for other protected characteristics such as LGBT+ where we have good data (i.e. more than 85%)	January 2023 March 2023	Work must continue in building trust with our employees to ensure people are confident that sharing information on their disability will not be used to adversely affect them. We need a high of disclosure to achieve accuracy of reporting on pay gaps.
5.4	Evaluate the proportionality of grievances, dignity at work, disciplinaries and dismissals across ethnicity, gender, disability and sexual orientation. Take action to address disproportionality.	People Services Darren Hockaday	Publish data analysis report with recommendations to be reported to CLT and Staff Networks.	March 2023	The Workforce Race Equity review addresses this issue with respect to race
5.5	Develop and implement a comprehensive communication plan to increase the reach, awareness and take-up of learning, development and career opportunities that currently exist for	Corporate Communications Division Strategic Lead: Eleri Roberts	Task and finish report outlining methods to enable staff better access and use of digital information and improvement action plan	December 2022 report of Task & Finish Group	



	our staff, with a focus on increasing equitable access.	<p>Organisation Effectiveness and Talent</p> <p>Strategic Lead Craig Scriven</p>	<p>12 month rolling calendar of events</p> <p>Develop approach to monitoring take-up of staff from Black, Asian minority ethnic and under-represented backgrounds attending formal training and development events</p> <p>Collect staff feedback on how updated they are on what's on offer, and any barriers.</p> <p>Publish interim evaluation of improved accessibility of digital information to staff.</p>	Periodic review	
5.6	Introduce a new corporate Positive Action Statement and update relevant guidance	<p>Equalities and Cohesion, People Services</p> <p>Suwinder Hundal, Craig Scriven</p>	Published Positive Action Statement with clear manager guidance, including the requirement for diverse recruitment shortlisting and interview panels, and tools published and disseminated internally.	October 2022	
5.7	Develop inclusive leaders through a support package to help equip and develop our leaders including all ECLT members to demonstrate an	<p>People Services</p> <p>Darren Hockaday</p>	Engage ECLT members in inclusive leadership events.	Ongoing to start from September 2022	



	inclusive approach and lead others to do the same.		<p>Deliver in-person unconscious bias training to all ECLT members.</p> <p>Review mentorship and reverse-mentorship arrangements for ECLT members.</p> <p>Consider how to reflect inclusivity in ECLT member appraisal objectives.</p>	For 2023-24 objectives	
5.8	Develop an Emerging Leaders Programme career acceleration programme for internal staff at grade 6 and above to address under-representation of Black, Asian and minority ethnic representation at JNC and senior management levels.	<p>People Services</p> <p>Darren Hockaday</p>	<p>Programme content and delivery plan signed off.</p> <p>First participants signed up and programme underway.</p>	<p>Develop programme by March 2023</p> <p>Programme to commence with participants from summer 2023.</p>	

5.9	Develop or join a City Leadership Programme for Black, Asian and minority ethnic employees across participating public, private and	<p>People Services, Strategic Partnerships</p>	<p>City Partnership engaged with the proposal.</p> <p>Cross-city working party set up and delivery partners identified.</p>	<p>January 2023</p> <p>Develop programme</p>	This recommendation will need strong support from a critical mass of City Board members.
-----	--	--	---	--	--



	<p>third sector organisations located in Birmingham</p> <p>The leadership programme for Black, Asian minority ethnic employees Linked to City Partnership</p>	<p>Darren Hockaday, Varun Sitaram</p>	<p>Parameters and programme of activity developed with partners</p>	<p>by March 2023</p> <p>Programme to commence with participants from summer 2023.</p>	
5.10	<p>Communicate and support development and career progression opportunities for Black, Asian, minority ethnic and under-represented employees across protected characteristics at all grades</p>	<p>Organisation Effectiveness and Talent</p> <p>Craig Scriven</p>	<p>People Services to engage with staff groups and networks to provide additional support and guidance for development and career progression.</p> <p>People Services to engage with managers across all directorates to help them support development and career progression for our diverse employees.</p> <p>Survey staff to identify gaps in accessing training and development to support career progression</p>	<p>From September 2022</p> <p>From January 2023</p>	



5.11	Produce and publish a directorate level Diversity and Inclusion Dashboard to capture and support monitoring reports of workforce data to identify progress against Workforce Equality indicators. To be reported to Corporate Leadership and shared with all staff.	People Services Darren Hockaday Digital & Customer Services Peter Bishop	Agree indicators to collect and publish on council intranet every quarter Publish actions to address issues in progress. Dashboards will cover all protected characteristics where permissible and will include recruitment and turnover data Publish dashboard that is available for all staff and accessible from the council intranet	December 2022, first set of data published by February 2023	
5.12	Implement positive action shortlisting to ensure that where possible, interview shortlists for all roles at grade 6 and above include at least one candidate from Black, Asian or minority ethnic backgrounds where it is clear that the shortlisting criteria are met.	People Services Darren Hockaday	Check and challenge process established where shortlists for Grade 6 and above that do not contain candidates from Black, Asian or minority ethnic backgrounds are reported to Corporate Leadership Team (CLT) level. Rapid work required on the application and internal communication of policy	Check and challenge process in place by October 2022 with reporting to CLT on early findings by January 2023.	This policy was a commitment in the original Everyone's Battle Everyone's Business statement of intent. This action gives effect to that commitment. The expectation is that where recruitment shortlists are not diverse will be scrutinised to understand the actions which need to be taken to encourage diverse candidates to apply



			Six monthly monitoring of shortlists, with report to CLT		with increased flow through to successful shortlisting and appointment This action is about highlighting issues and taking actions around successful shortlists, not about ensuring 100% compliance with creating diverse shortlists.
5.13	Ensure recruitment panels are diverse, and increase the pool of trained diverse recruiters from a cross section of grades	People Services Strategic Lead Darren Hockaday	<p>Check and challenge process established where recruitment panels for Grade 6 and above that do not contain interviewers from Black, Asian or minority ethnic backgrounds are reported to CLT level.</p> <p>All interview panel members have received recruitment training. Establish baseline of trained diverse recruiters, then target and train additional recruiters</p>	<p>Check and challenge process in place by October 2022 with reporting to CLT on early findings by January 2023.</p> <p>From December 2023</p>	This action will support the commitment in the original Everyone's Battle Everyone's Business statement of intent that all our recruitment panels should be diverse



5.14	Job descriptions and person specifications to emphasise candidate's skills and behaviours, rather than focusing centrally on experience and non-essential qualifications	People Services Strategic Lead Darren Hockaday	Job Evaluation Programme will conduct workshops for all Directorates on best practice approach to Job Descriptions and Person Specifications.	September 2022	
5.15	Anonymise application process to remove opportunities for bias. Remove names and other personal information from application forms to ensure applicants are assessed on their capability and not their background, race, age or gender for example.	People Services Strategic Lead Darren Hockaday	Updated recruitment tools and process for anonymisation	April 2023	There is a need to review the recruitment processes to align with the new Oracle Recruitment Cloud
5.16	Improve the council's standing in the Stonewall Workplace Equality Index for LGBT+	Equalities and Cohesion Suwinder Hundal	Implement actions 5.18 – 5.20 and then undertake a self-assessment for Stonewall.	From September 2022	Our aim is to be ranked in the top 200 organisations nationally (current ranking 258) and improve on our current bronze award.
5.17	Increase personal disclosures by working with Stonewall, LGBT+ staff network and People Services	Equalities and Cohesion Suwinder Hundal	Increase number of disclosures through communication and engagement campaign	From August 2022	
5.18	Enhance Recruitment & Selection training for recruiting managers to include information on	Equalities and Cohesion	Recruiters trained on different gender identities, expressions and presentations, and sexual	From August 2022	



	gender identity and sexual orientation and bias	Suwinder Hundal	orientations to ensure that bias does not play a part in the recruitment and selection process for LGBTQ+ people.		
5.19	Deliver targeted training at senior leaders and managers on bi, trans and non-binary experience	Equalities and Cohesion Suwinder Hundal	Training provided to senior managers evaluate impact of training.	From September 2022 January 2023	
5.20	Improve the support given to disabled employees requiring reasonable adjustments	People Service's Learning and Development Team Craig Scriven	Disability, and reasonable adjustment awareness training to be added to mandatory training for managers. Workshops to be created and delivered to People Services officers.	April 2023	Communication and support to managers to be rolled out in 2022/23 with an adaptation to the mandatory modules to be presented to CLT for consideration from April 2023.
5.21	Improve the accessibility of the information the Council provides to citizens and employees	Digital and Customer Services Peter Bishop	Introduction and implementation of an accessibility policy. Increased knowledge and understanding of accessibility for all employees.	August 2022	A draft Accessibility Policy has been produced and is undergoing consultation.
5.23	Create psychologically safe spaces for staff to actively listen to diverse voices and experiences	Equalities and Cohesion Strategic Lead: Suwinder	Extend the safe space 'listening circles' for staff to Members and JNC officers.	Ongoing from July 2022 to January 2023	A number of safe listening circles have already taken place with disabled, LGBT+, women and Black, Asian minority ethnic staff,



			Introduce face to face safe space listening circles sessions to 'non-digitally connected' staff in operational roles		supported by the staff networks.
5.24	Review and revise the existing recruitment process from Grade 6 to JNC level roles	People Services	<p>Revised process implemented to support EBEB actions.</p> <p>All hiring managers trained on the new designed principles and Unconscious Bias.</p> <p>Produce an exemptions report to illustrate where and why the new design principles are not followed (i.e. balanced shortlist).</p> <p>All external recruitment, including agencies and head-hunters, actively promote diversity in recruitment process.</p>		



APPENDIX 2

Birmingham City Council Workforce Race Equity Review 2021/22 Organisation Effectiveness and Talent



1 1. Executive Summary

Birmingham City Council aspires to be representative of the city, to lead with an inclusive mindset at all strategic and operational levels, and to be a place where employees can bring their whole authentic selves to work and thrive. This is not currently always consistently the case. Equality, diversity and inclusion within the Council is on an improvement journey, in October 2020 we set out our first Workforce Race Equity Review which identified the scale of the challenge in front of us. We have made progress in some areas and are yet to make progress in others against our action plan objectives. Some of the progress is referenced in this report, but we must accelerate if we are to meet our objectives of having a workforce representative of the city, and to have eradicated the race pay gap by 2025.

Importantly we have co-created our action plan for this report to ensure that we collectively work towards improvements to create a more equitable and inclusive workforce. Put simply, we must work together for the benefit of our workforce and our city.

Our data tells us:

Ethnicity	2018 Citizen population	2019 Workforce population	2021 Workforce population
Black, Asian Minority Ethnic	41.9%	27.6%	34%
White	57.9%	43.5%	48%
Prefer not to say	0%	0.6%	1%
Unknown	0%	28.5%	16%

1. 84% of our staff have declared their ethnicity information to us. This is a significant improvement enabling better data insight, but it may also be the cause for spikes in data when comparing to previous periods. Reducing our “unknown” staff equalities information must remain a priority action in order to help us understand the true baseline for which we can measure how our initiatives impact equality, diversity and inclusion within the council.

2. Black, Asian and minority ethnic staff representation has increased across all grades. Council-wide there has been a 6.4% increase when comparing to the 2020 review, but our workforce representation remains 8% under the city population. Asian or Asian British is the largest under-represented group in comparison to Birmingham population.
3. Although improvement of representation has been made, there is significant under-representation of Black, Asian and Marginalised Ethnic employees at the senior levels of grades 6 and above.
4. Despite marked improvements in representation, our Race Pay Gap has increased from 8% to 9.7%. Additionally, our Black, Asian and minority ethnic staff's relative pay movement has been lower than White staff.
5. We attract similar numbers of staff from Black, Asian and minority ethnic and White communities, but the success rate from application to appointment is significantly lower for Black, Asian and Marginalised Ethnic applicants, particularly at grade 6 and JNC level.
6. Promotions and acting up opportunities are proportionate for all staff up to grade 5 but drops at Grade 6.
7. Leavers in terms of avoidable exits from the Council now seem to be broadly proportionate, which is an improvement from the previous report.
8. Casework is broadly proportionate across the three main case types: disciplinary, grievance and dignity at work. This information was not available in the previous report but was seen by staff as an area of concern.

To continue our journey, we have addressed our action planning process, we have co-created a set of proposals which include:

- **Awareness and accessibility for all**
- **Positive Action statements and guidance**
- **Data insight and review**
- **Leadership accountability (developing inclusive leaders)**
- **Career acceleration programme**
- **Recruitment and selection policy and supporting tools**
- **Career pathways**
- **Cross city leadership programme**
- **Governance**

2. Introduction

In October 2019 Cabinet Members requested that the organisation investigate and understand the pay differential between White and Black, Asian minority ethnic employees. This was further compounded by the impacts of COVID-19 on our communities, the global call for racial justice articulated by the Black Lives Matter movement, and the mandate from Cabinet for radical change through the Everyone's Battle, Everyone's Business (EBEB) Equality Strategy and action plan. This work identified that we have a race pay gap of 8% (mean) and a gender pay gap of 6.4%. The combined evidence makes clear we still have some way to go if we are to meet the goal of removing pay gaps between gender and race.

We then committed to regularly review the information and data to establish what impact the actions were having on the goals of the review; to have a workforce ethnically representative of our city and to eradicate the race pay gap by 2025.

This report reviews the workforce data over a longer period between August 2020 to December 2021 and we have also included information in relation to case work (disciplinary, grievance and dignity at work) to establish whether there is any disproportionality based on race.

Where possible we have also referenced the previous results to measure change, and this time have also overlaid the data charts with the overall representation across the workforce. This will enable the reader to quickly see where there are disproportionate results.

The action plan from the 2019 report has been reviewed and the first section shows the activity that has been undertaken since the publication in October 2020. This review will enable action planning to focus on areas of most impact and importance and the intention is to co-create an action plan between the Equality & Cohesion team, People Services and key stakeholders such as the Trade Union groups, the Corporate Black Workers' Support Group and the Asian and Allies Network.

Overall, the data shows improvements have been made, but not consistently or across all areas and significant challenges still exist. We must redouble our efforts and make transformational changes to make the gains needed to achieve our 2025 objectives.

Birmingham City Council staff and our citizens rightly expect us to deliver this as part of our drive to challenge and change the pattern of inequality in our city.

This review also enables us to clearly measure against objective two and five of our five statutory Equality Objectives 2019 – 2023¹, as shown below:

- Objective 1 - Understand our diverse communities and embed that understanding in how we shape policy and practice across the Council.

¹ https://www.birmingham.gov.uk/info/20218/equality_and_diversity/646/equality_objectives

- Objective 2 - Demonstrate inclusive leadership, partnership, and a clear organisational commitment to be a leader in equality, diversity and inclusion in the city.
- Objective 3 - Involve and enable our diverse communities to play an active role in civic society and put the citizens' voice at the heart of decision making.
- Objective 4 - Deliver responsive services and customer care that is accessible and inclusive to individual's needs and respects faith, beliefs, and cultural differences.
- Objective 5 - Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

3. The scope of this review

We have analysed race and ethnicity data in the following areas:

1. Workforce representation in line with demographics of the City
2. Where staff are positioned within the organisation
3. Pay gaps
4. Attraction, recruitment, and selection
5. Promotions, acting up and secondment opportunities
6. Casework

Essentially, this review identifies the next set of key actions that Birmingham City Council will implement in order to address the inequalities identified from the analysis.

The workforce data used to compile this review has been produced by People Services (PS) from our HR, Finance and Procurement system and covers the period August 2020 to December 2021.

When referring to ethnic origin groups the following ethnicity descriptions apply –

- **Asian or Asian British:** Bangladeshi, Chinese, Indian, Kashmiri, Pakistani, Asian other.
- **Black or Black British:** African, Caribbean, Black other.
- **Mixed:** Black/Asian, White/Asian, White/Black African, White/Black Caribbean, Mixed other.
- **Other:** Arab, Jewish, Sikh, Vietnamese, Other.
- **White:** Albanian, British, Gypsy or Irish Traveller, Irish, White other.

Access to good intelligence about the workforce is dependent on the quality of the data contained within our legacy HRsystem. Much of this data relies on voluntary disclosure of personal information and whilst efforts have been made to improve the quality of the data there are still some significant gaps. Closing the data gap must be one of our early priorities and the introduction of the new HR, Finance and Procurement system will assist, as this will involve data capture at every opportunity to improve the quantity and quality of data we hold.

2 4. Actions since the 2019 Workforce Race Equity Review was published

Since the report was published in October 2020, a number of actions have been taken across the council in conjunction with the corporate Equality & Cohesion team and our vital staff networks to seek to eradicate the race pay gap and to be representative of the population of the city. These actions are summarised in the table below. Part of our challenge is around how we can tell whether these actions have made a tangible difference, whilst we see increased representation across all grades, we cannot clearly articulate whether this is by design or circumstantial. This is in part the reason for the co-created proposals for this year, to attempt to evidence which of our actions have the greatest impact.

Area	Action
Recruitment	<ul style="list-style-type: none"> • Implemented mandatory learning • Mandated diverse recruitment panels • Partnered with Vercida (diversity platform) to advertise roles at the council
Career Progression	<ul style="list-style-type: none"> • Implemented micro-placements for local students

	<ul style="list-style-type: none"> • Enabled over 250 managers to access the future leader or foundation to management programme • Improved our appraisal and secondment policies
Culture change	<ul style="list-style-type: none"> • Undertaken RACE code review to identify key actions for us • Implemented mandatory EDI e-learning • Offered targeted reverse mentoring
Rebuilding Trust	<ul style="list-style-type: none"> • Committed to review progress and publish information • Delivered "rebuilding trust" modules as part of the management programme • Hosted multiple webinars and broadcasts to share and hear views from the workforce
Data	<ul style="list-style-type: none"> • Implemented new exit interview process • Worked with managers to close the unknown data gap • Commenced data cleansing as part of 1B implementation

4.1 Everyone's Battle, Everyone's Business (EBEB) Equality action plan

In the last 12 months we have:

- Provided 300 places for virtual instructor led workshops on "Unconscious Bias" and "It's Just Banter".
- Unconscious Bias and Equality Act modules form part of the mandated recruitment modules managers must complete.
- 85% of the workforce have completed 2 learning modules on Equality and Diversity and Respect in the Workplace.
- The intent of EBEB is explained during corporate induction and starter pack material signposts new starters and managers where to locate connected training.
- New equality, diversity and inclusion e-learning catalogue with 28 new courses procured and to be promoted from May 2022.

3 5. Workforce representation

To develop a diverse workforce that can meet the current and future needs of our citizens, we need to understand our existing employee profile. This section highlights key data we know about our workforce profile by ethnicity, grade and pay.

Across all data tables there are gaps in data with “unknown” data for ethnicity standing at 16%, which is a 12.5% reduction on the previous report. As specified previously we have undertaken significant work to close the data gap but there is still more work to do.

At present the population data for the city is based on 2018 population estimates. Census data is released during 2022 and we will seek to ensure that this updated accurate position is reflected in the 2022 report.

5.1 Ethnic profile of Birmingham the city vs Birmingham City Council

The table below shows the estimated demographic profile of the City of Birmingham citizen profile in 2018 split by ethnicity² and similarly Birmingham City Council workforce profile for 2018/19 and as at 31st December 2021.

Ethnicity	2018 % BCC citizen	2018/19 % BCC workforce	2021 % BCC workforce	Workforce progress since 2019	2021 workforce v 2018 citizen
Asian or Asian British	26.6%	14.1%	18%	+3.9%	(8.6)%
Black or Black British	8.9%	10.83%	13%	+2.1%	+4.1%
Mixed	4.4%	1.55%	2%	+0.4%	(2.4)%
Other	2%	1.08%	1%	(0.1)%	(1.0)%

² sourced from the BCC Research and Insight team

Black, Asian and Marginalised Ethnic Total	41.9%	27.56%	34%	+6.4%	(7.9%)
White	57.9%	43.35%	48%	+4.6%	(9.9)%
Prefer not to say	0%	0.59%	1%	+0.4%	+0.4%
Unknown	0%	28.5%	16%	(12.5)%	+16%

5.2 Grade representation charts

Chart 1 below shows the difference between White and Black, Asian and minority ethnic employees as a percentage by grade. The information also tracks from the 2019 report to the 2021 report any differences. This allows us to see by grade where there is over or under-representation compared to the council population as well as the difference across the two year period. The dotted lines indicate the council population for White and Black, Asian and minority ethnic employees to distinguish whether there is proportionate representation.

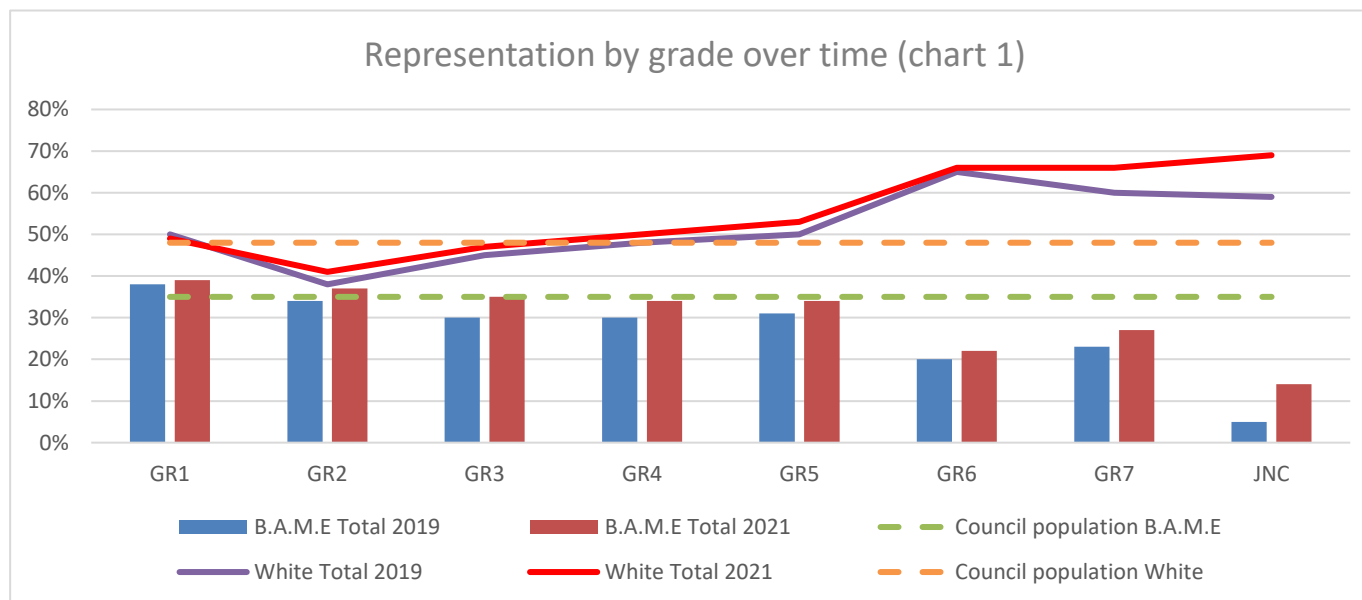


Chart 1 also indicates we have improved Black, Asian and minority ethnic representation at each grade since 2019. But also illustrates the significant disproportion of Black, Asian and minority ethnic employee representation at the senior grades (grade 6 to JNC). In contrast, White employees are under-represented at entry levels (grade 2) and over-represented at senior grades with the largest disproportionate at JNC grade.

Chart 2 breaks down the Black, Asian and minority ethnic categories further to compare by grade.

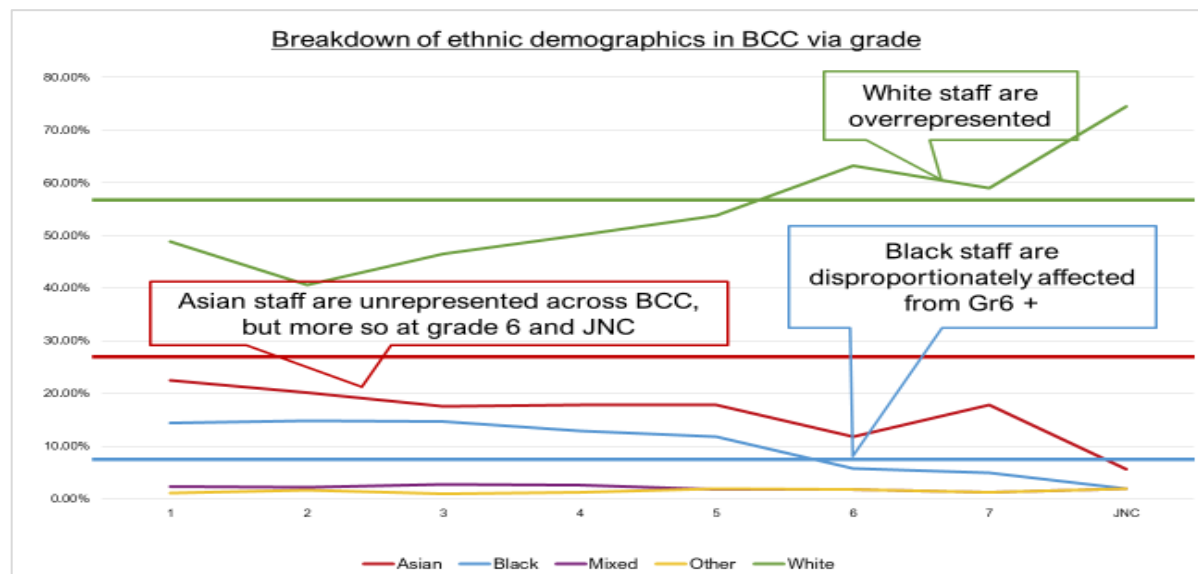


Chart 2

There has been a larger increase at every grade for Black, Asian and minority ethnic group employee's comparative to White employees, with the most significant increases seen at grades 6, 7 and JNC. This is likely to be because of both an increase in data disclosure (and the reduction in unknown data) and a net increase in the population of the workforce from a Black, Asian and minority ethnic community (new starters less leavers). However, this chart also indicates there needs to be transformational change at grades 6 and above for Black, Asian and minority ethnic group employees if we are to meet our 2025 ambitions.

4 5.3 Directorate representation

Directorate	B.A.M.E population	Council average	Difference	White population	Council average	Difference

Adult Social Care	51%	34%	17%	36%	48%	(12%)
City Housing	40%		6%	49%		1%
City Operations	18%		(16%)	49%		1%
Council Management	38%		4%	51%		3%
Children and Families	33%		(1%)	49%		1%
Place, Prosperity and Sustainability	35%		1%	56%		8%
Strategy, Equalities and Partnerships	41%		7%	52%		4%

At a Council wide level, 34% of the workforce comes from a Black, Asian and minority ethnic community whilst 48% of the workforce are from a White community. When broken down by Directorate it is clear to see those areas where there appears to be under representation of Black, Asian and minority ethnic staff, the largest percentage difference is within the City Operations Directorate with a 16% under-representation. This is a directorate with a headcount of 2143, where we also see 33% unknown ethnicity. Work must be continued in order to close this data gap to truly understand the ethnicity of the workforce.

5 6. Race Pay Gap

The race pay gap is the difference between Black, Asian and minority ethnic and White employees' pay shown as a percentage of White employees' pay. We have chosen to voluntarily measure the race pay gap to be transparent about the disparity and any actions we plan to put in place to eradicate it.

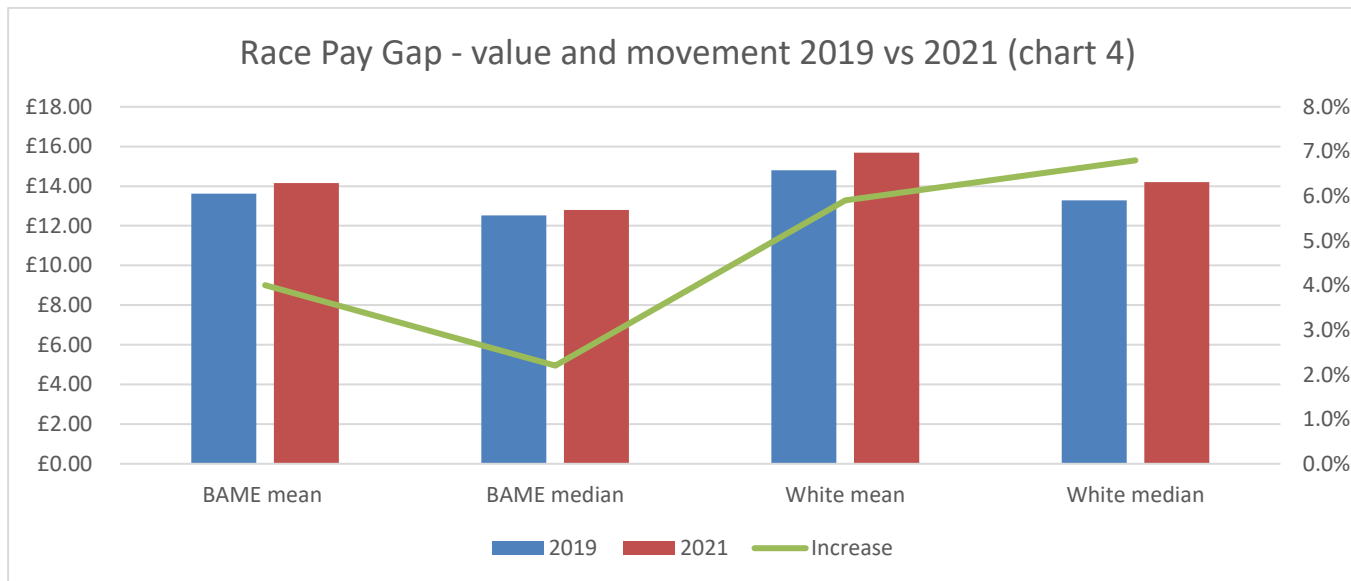
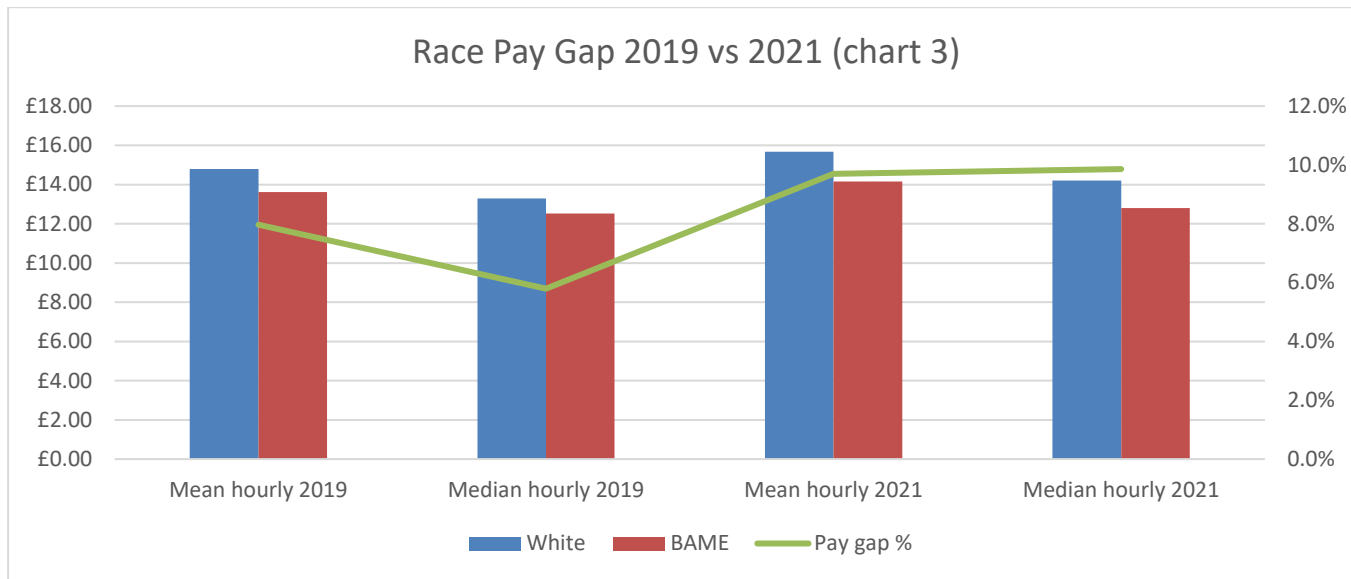


Chart 3 shows the Race Pay Gap has increased since 2019, from 8% to 9.7% (mean) and from 5.8% to 9.9% (median).

Chart 4 shows the relative actual hourly pay increases from 2019 to 2021 to establish any inconsistencies.

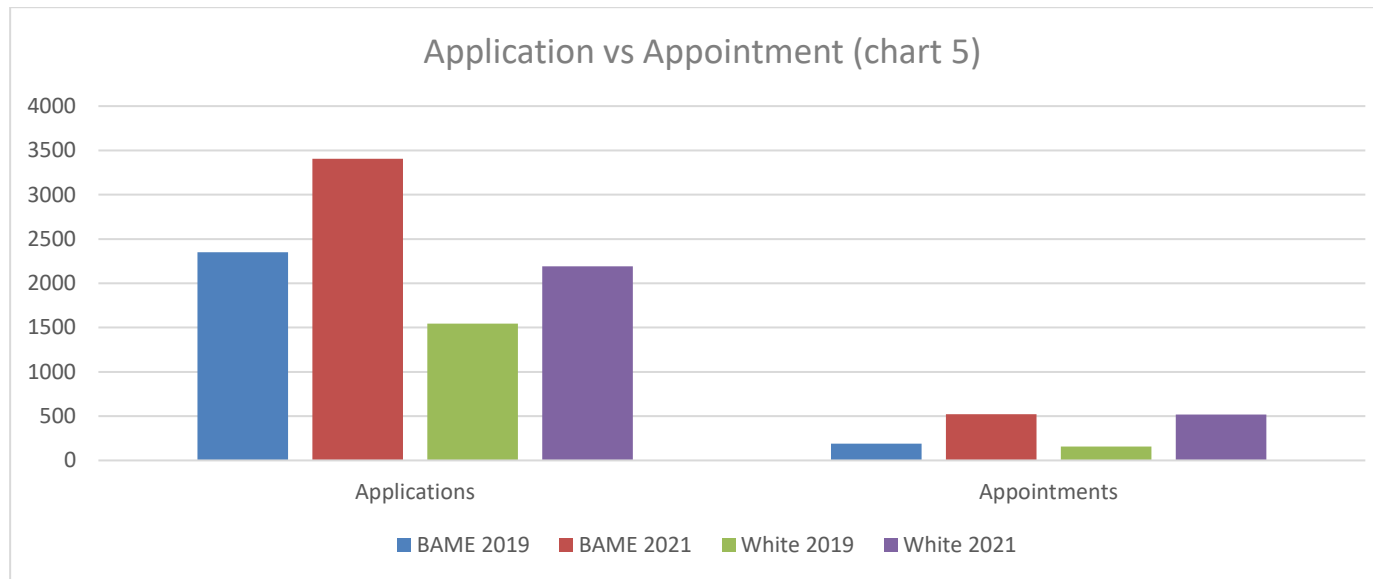
Despite an increase in the number of Black, Asian and Marginalised Ethnic staff employed, this has not reduced the pay gap in both mean and median differentials. White staff pay rates increased in both mean and median compared to Black, Asian and minority ethnic staff over the same period.

6 7. Employee Journey

This section shows the different points of the employee journey from recruitment to exit and identifies any issues at each key point

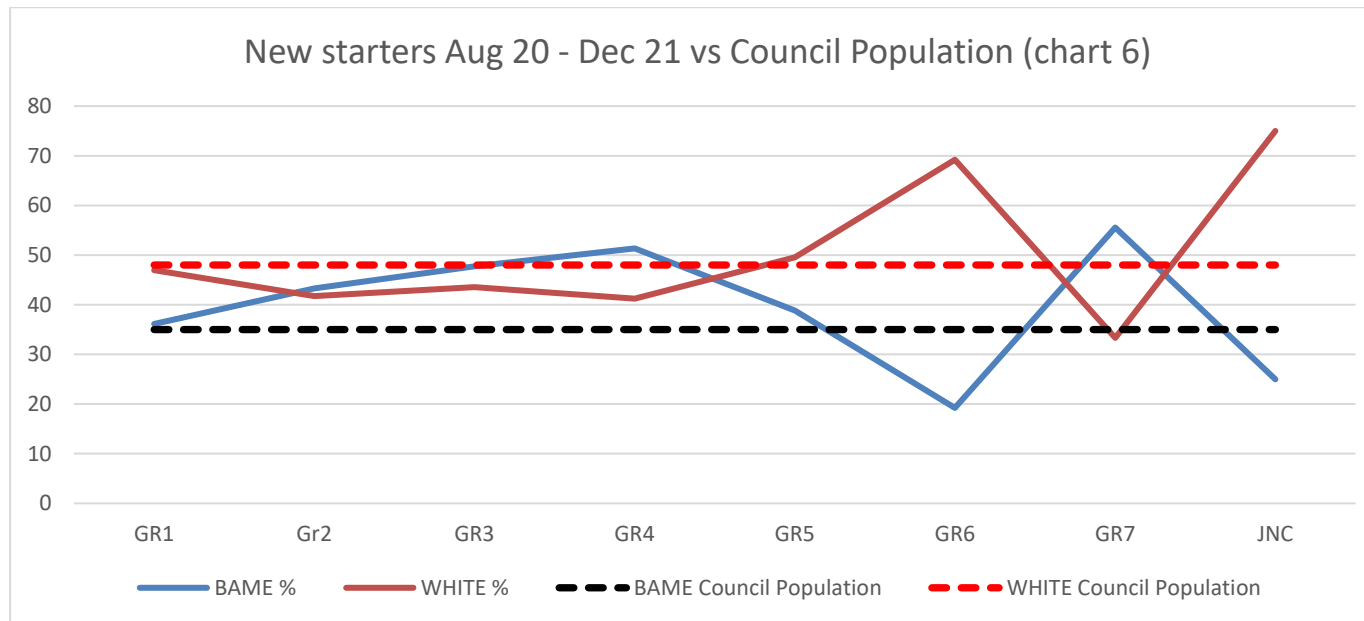
7.1 Recruitment and selection

The table below shows the relative success for job applications and appointments over a fixed period by ethnicity. It shows that we attracted significantly more applications from Black, Asian and minority ethnic candidates than in 2019, but that interest did not translate into appointment/employment in equal measure. This means the chances of being offered a job is significantly better for White candidates than Black, Asian and minority ethnic candidates.



Although overall we have increased the percentage of appointments for Black, Asian and minority ethnic group staff as a whole. Chart 5 shows 24% of applications from White candidates resulted in an appointment, whereas only 15% of applications from Black, Asian and minority ethnic candidates translated into an appointment. More work is required to understand what is causing this disparity, so we can implement initiatives to change this.

Chart 6 below details all new starters and illustrates an over-representation at grades 1 to 5 and 7 and under-representation at grades 6 and JNC for Black, Asian and Marginalised Ethnic starters. This is mirrored by White starters where we see under-representation except for grades 6 and JNC.



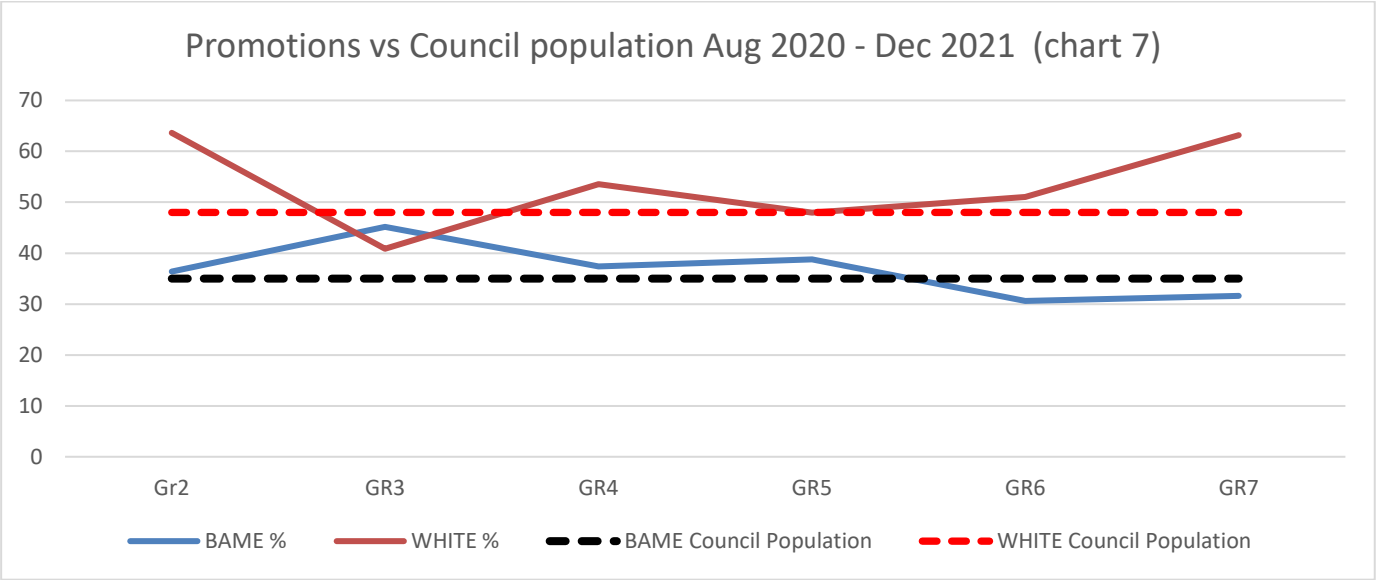
The charts in this section on recruitment and selection indicate that progress has been made in that our overall appointments for Black, Asian and minority ethnic staff has increased by 8% (chart 6), that success rates for Black, Asian and minority ethnic candidates has doubled (chart 5).

However, there are areas where we need increased focus, the information at chart 6 indicates that the success rates for securing a job, whilst doubled compared to previous periods is still significantly less for Black, Asian and minority ethnic applicants than for White applicants. We also see that in chart 7, the gateway for senior management roles (grade 6) shows the challenge faced by Black, Asian and minority ethnic staff.

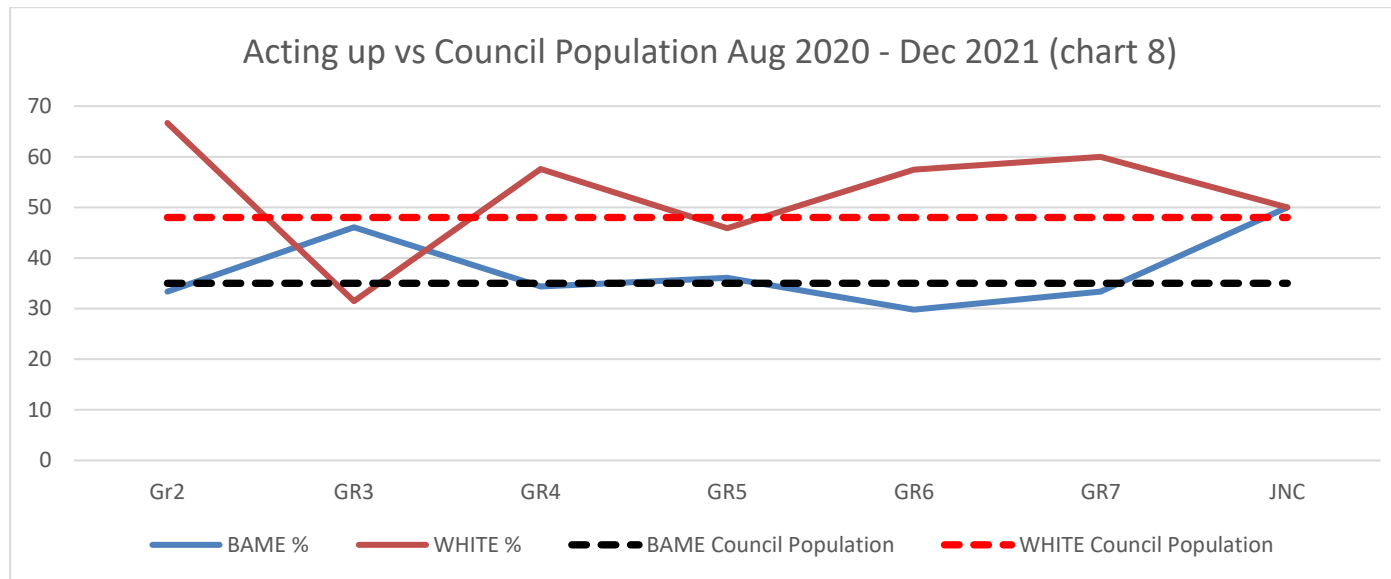
7.2 Career development

The following charts looks at promotions, acting-up and internal move (lateral moves) that take place by grade, ethnicity and cross referenced against the council population.

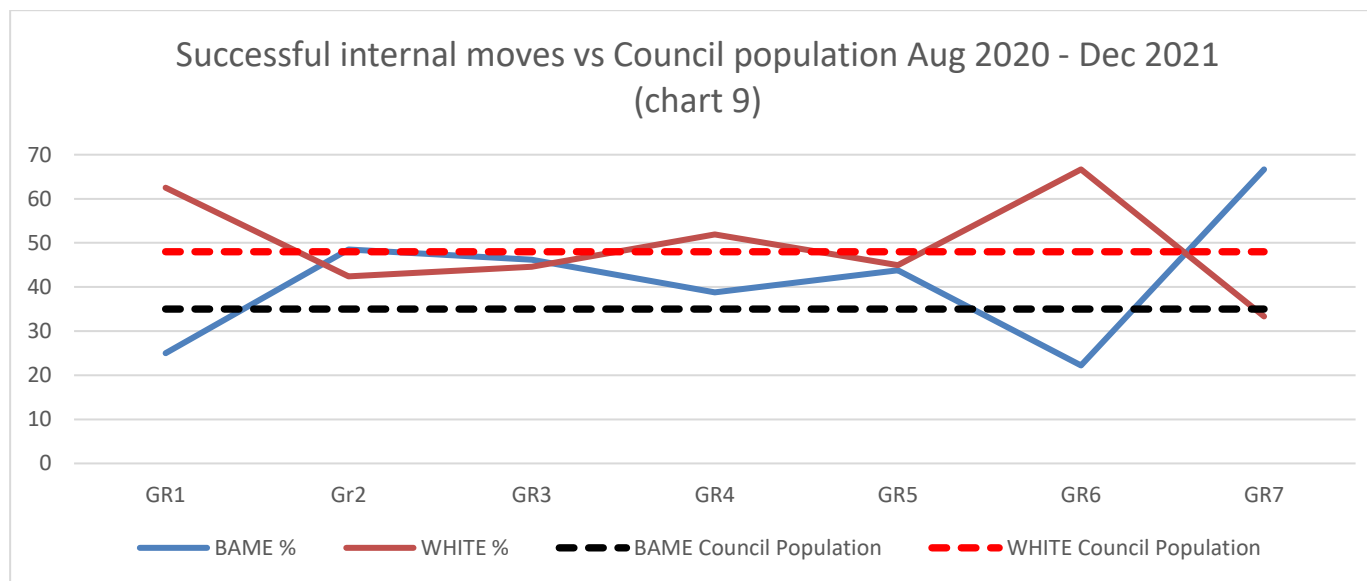
When assessing promotions in chart 7, for Black, Asian and minority ethnic staff we see over-representation compared to the average population up to grade 5 but this drops to under-representation at grades 6 and higher. For White staff there is significant over-representation at grades 2 and 7.



The chart below (chart 8) shows the same information but for acting-up situations. Again, for Black, Asian and minority ethnic staff there is under-representation at grades 6 and 7, whereas White staff are over-represented at grades 4, 6 and 7.



Finally, in this section we look at internal moves over the same period (chart 9). The charts suggest over representation for Black, Asian and minority ethnic staff at all grades except grade 2 and 6. White staff are over-represented for internal moves at grade 6. This may be because of the existing demographic profile where 66% of grade 6 staff are White (as indicated in chart 1), as lateral moves and internal moves can come as a result of restructures, meaning that White grade 6 staff are being appointed to grade 6 roles as part of a restructure.



This section again indicates that there has been progress, although we didn't measure act-up and internal moves in the original report and therefore unable to compare different time periods.

The table below shows promotions by grade and ethnicity compared over different periods. Increases can be seen across most grades, however, this progress is also mirrored by White staff, which may say more about our overall approach to grade progression rather than specific career progression for Black, Asian and minority ethnic staff.

	Black, Asian and minority ethnic Staff group				White Staff group			
	2019	2021	Council	Difference	2019	2021	Council	Difference
Grade 2	17%	36%		1%	50%	64%		16%
Grade 3	32%	45%		10%	22%	41%		7%

4	29%	37%	35%	2%	26%	54%	48%	6%
5	28%	39%		4%	28%	48%		0%
6	28%	31%		(4%)	33%	51%		3%
7	25%	32%		(3%)	50%	63%		15%
JNC	33%	0%		(35%)	17%	0%		(48%)

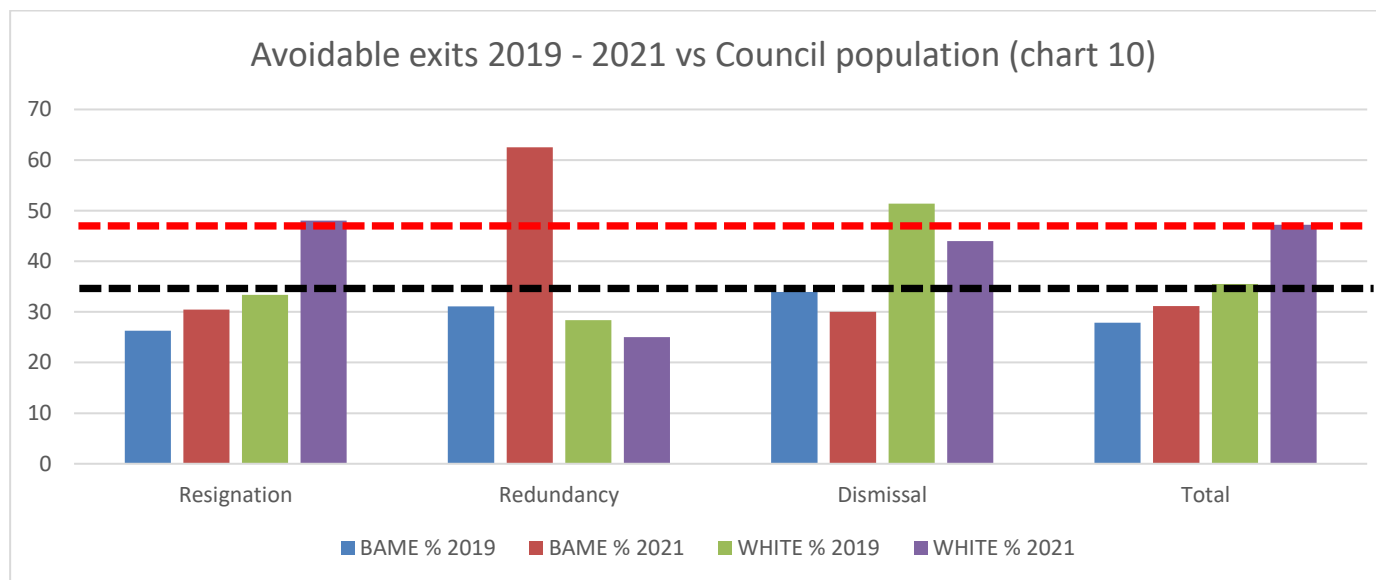
Overall, this section seems to align with the previous section in that the area for focus appears to now be around grade 6 plus, where under-representation is clear across promotions, acting up opportunities and internal moves.

7.3 Staff leaving the Council

During the period August 2020 to December 2021, 1355 staff left the Council, 47% through resignation. This is consistent with the 2019 data where 48% of leavers were as a result of resignation. Resignations are known as an avoidable exit, in that the employee has chosen to leave for one of a variety of reasons. Our exit interviews show employees leave for career development elsewhere, personal issues or dissatisfaction with their employment at the Council. Overall, during this period 5.7% of the White population resigned compared to 5% of the Black, Asian and minority ethnic population. When cross referenced to the 2019 data, there is a greater increase in White resignations (1.5%) than Black, Asian and minority ethnic resignations (0.6%).

When looking at the data compared to the 2019 data at the chart below, we see the percentage of Black, Asian and minority ethnic staff resigning or being made redundant has increased whilst the percentage of dismissals from this group have reduced. For White staff the percentage of resignations has significantly increased whilst both redundancies and dismissals have reduced slightly. A key observation here is that we now see under-representation from Black, Asian and minority ethnic leavers and proportionate representation from White leavers in total.

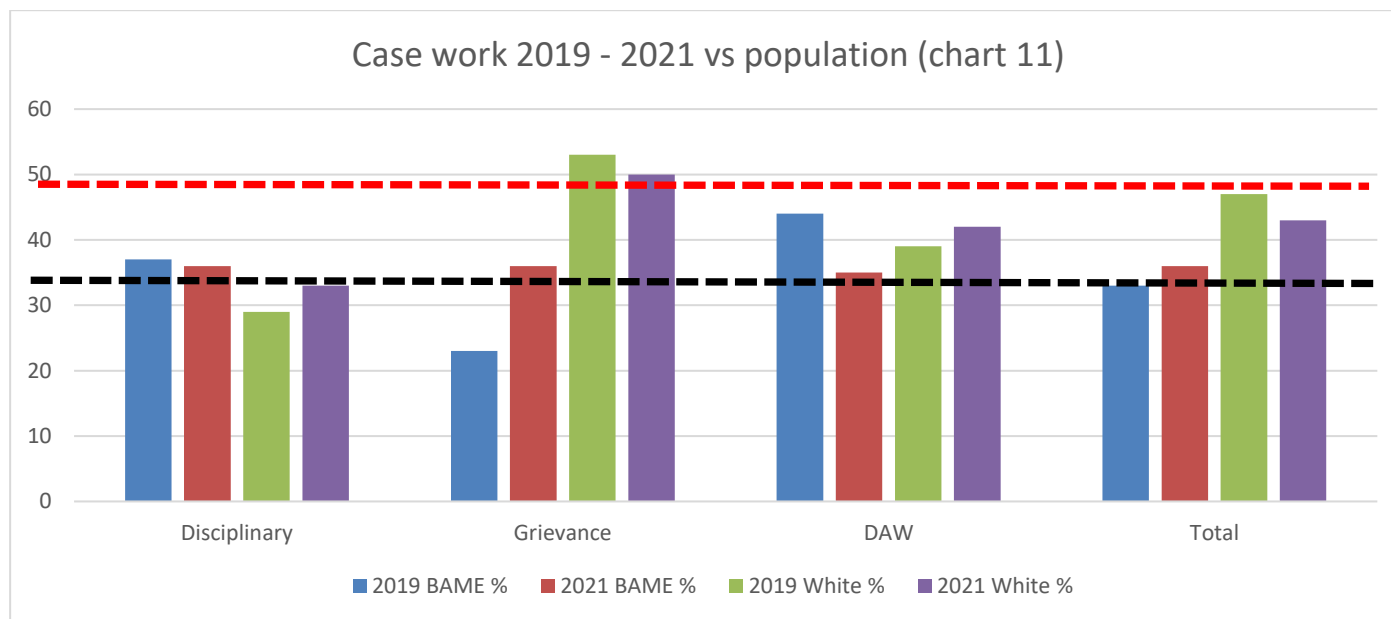
It should also be noted that during this period there was 16 redundancies, of which 5 were compulsory.



7 7.4 Case work

The information in chart 11 and the table below have been included in the review, whereas the information was contained within the Workforce Monitoring report previously. By bringing this information into this review we have therefore included all relevant areas of the employee journey.

Chart 11 shows the percentages attributed to the 3 main case work types, disciplinary, grievance and dignity at work and then overlays this with the current workforce population. The chart also shows the data from 2019 and the most recent data to enable movement to be identified.



The data shows that there is over-representation in all case types for staff from Black, Asian and minority ethnic communities and under-representation in disciplinary and Dignity at Work cases from White staff.

Overall, casework relating to Black, Asian and minority ethnic staff is over representative of the council population whereas White staff are under-represented. The table below shows the numbers of cases and brings into close sight the continued rationale for reducing our unknown data.

Ethnic origin	Disciplinary		Grievance		Dignity at Work		Total	
	2019	2021	2019	2021	2019	2021	2019	2021
Asian or Asian British	30	41	6	47	15	24	51	112
Black or Black British	20	32	9	64	7	5	36	101
Mixed	2	5	0	12	3	3	5	20
Other	1	1	0	5	0	2	1	8

Black, Asian & Marginalised Ethnic group total	53	79	15	128	25	34	147	241
Prefer not to say	2	3	1	7	0	3	3	13
Unknown	47	66	14	44	10	19	71	129
White	41	74	34	178	22	41	97	293
Grand Total	143	222	64	357	57	97	429	676

8 8. Conclusion and Recommendations

Our ultimate aim is to be a Council with a fully representative workforce that reflects our communities across all characteristics within 5 years. For clarity, this means by 1st September 2025.

During the data period we:

- recruited 521 Black, Asian and minority ethnic staff and seen 445 staff of this ethnic group leave the organisation, resulting in a net increase of 76 staff
- recruited 520 White staff and seen 789 staff from this ethnic group leave the organisation, resulting in a net decrease of 269 staff.

This is a major shift and a significant increase on the previous report which showed a decrease of 225 Black, Asian and minority ethnic staff and a decrease of 319 for White staff.

Although steady, this shows that our actions are having an effect. However, if we do not act immediately, we will not see the required pace of change in our workforce population and will continue to not represent the ethnic diversity of our city and fail in our objectives.

The Council must lead by example as an employer and take immediate steps from the foundations we have begun to build. Whilst we progress, we must also become a beacon for equal opportunities employment and leave no stone unturned in our quest to be a representative and diverse organisation.

Learning from the previous review we recognise the importance of creating an action plan in consultation with relevant groups and individuals and as such the action plan proposals have been co-created and focusses on the key themes identified in this report, these being:

- **Awareness and accessibility for all**
- **Positive Action statements and guidance**
- **Data insight and review**
- **Leadership accountability (developing inclusive leaders)**
- **Career acceleration programme**
- **Recruitment and selection policy and supporting tools**
- **Career pathways**
- **Cross city leadership programme**
- **Governance**

Report of Craig Scriven, Assistant Director of Organisation Effectiveness

June 2022

Appendix 3: Progress Report on Everybody's Battle, Everybody's Business Action Plan 2021-22

Equality Objective 1: Understand our diverse communities and embed that understanding in how we shape policy and practice across the Council						
Number	Action Detail	Strategic Lead(s)	Outputs	Timeframe	Progress update and/or comments	RAG status
1.1	We will refresh our existing data collection procedures to align with the Census 2021, but also reflect the changing demographics of the city. We will work with our partners to develop a set of agreed Birmingham data procedures, so we have a consistent approach to how we capture and measure data.	Business Improvement & Change (Equalities Observatory) Strategic Lead: Varun Sitaram	Refresh of protocols, in line with Census 2021 and Birmingham's demographics. Consultation and engagement are conducted on the data protocols with the council and Partners. Data protocols have been agreed and adopted by council. Data protocols adopted by Partner organisations.	October 2022 – deadline revised following Strategic Lead update.	Work to establish a protocol for data collection that reflects the council and the city's current needs began last year but had to be paused owing to resource constraints within the service linked to the impact of the Covid-19 pandemic and our response. The establishment of the new Strategy, Equality and Partnerships directorate and Insight, Partnerships and Strategy (IPS) division within it are part of a refreshed corporate approach towards insight, intelligence and partnership working.	AMBER – Ongoing in 22-23 action plan

					It is recommended that this action is changed for 2022-23 to reflect the intention to create a Birmingham City Observatory	
1.2	Deliver workshops to the Council's research and performance functions to develop insights that capture understanding of how personal characteristics and circumstances intersect to disadvantage individuals - gain insight into the 'lived experience' of multiple disadvantages.	Performance Insights Strategic Leads: Varun Sitaram, Suwinder Hundal	Workshops delivered to all relevant staff. Follow-up workshops to see how knowledge has been applied. Define a set of indicators that can be monitored quarterly to identify improvements.	Ongoing Design workshop of by July 2022 Delivered to by teams October 2022	On hold prior to establishment of the new Strategy, Equality and Partnerships directorate and Insight, Partnerships and Strategy (IPS) division.	RED
1.3	Performance data, research, and intelligence to be made available on the Equality Impact Assessment (EIAs) Equality Toolkit to support evidence-led Equality Impact Assessments.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	All EIAs to include relevant data as part of the assessment process.	July 2022	Once the new Strategy, Equality and Partnerships directorate and Insight, Partnerships and Strategy (IPS) division has completed recruitment of data analysts, data will be uploaded onto the EIA Toolkit.	AMBER

1.4	Commission ethnographic research to gain insights into the lived experiences, and the intersecting issues to support evidence-led decisions.	Equality and Cohesion Division Strategic Lead: Suwinder Hundal	Research undertaken and findings delivered/agreed. Research findings are shared and integrated into the EIA process.	July 2022	An initial scoping exercise is underway to identify gaps in understanding to inform commissioning services to address the gaps in our insights. E&C will consider data from other relevant strategic documents produced across the Council to map out areas where lived experience work would benefit gaps in data.	AMBER
1.5	Publish relevant equality information to demonstrate compliance with the Public Sector Equality Duty (PSED), under the Equality Act 2010. To support transparent decision-making processes, and accessible to the public.	Human resources & Organisational Development Strategic Lead: Craig Scriven	Equality information is published on the Council Website.	Annually	The PSED report 2020-21 to be published March 2022 and will provide a demographic comparison of the community and the workforce to highlight the characteristics and focus future activity. The report will also look at how we engage with and develop the workforce to highlight	AMBER

					inclusivity or areas for improvement.	
1.6	Publish the Joint Strategic Needs Analysis, that includes 'deep dive' analysis to identify up and coming challenges and multiple disadvantages, so that it is easily accessible to the public.	Public Health Strategic Lead: Dr Justin Varney	JSNA published on Council website	Annual	The 2019/20 JSNA is being uploaded to the website as part of the Public Health content refresh and has been published on CMIS through the Health and Wellbeing Board. Similarly, the deep dive reports are also being uploaded in August to the Council website. Overview JSNA themes Birmingham City Council	GREEN
2.16 NEW	Birmingham City Council to develop a new LGBT+ City wide advisory partnership	Equality and Cohesion Strategic Lead: Suwinder Hundal	The core purpose is to raise awareness of key inequality, poverty and safety issues facing the LGBT+ community; prioritising the Southside and the Gay Village areas of Birmingham.	December 2022	A meeting of prospective partners has been convened for April and will meet every 2 months until the final meeting in December.	

Equality Objective 2: Demonstrate inclusive leadership, partnership and a clear organisational commitment to be a leader in equality, diversity and inclusion in the city

Number	Action Detail	Strategic Lead(s)	Outputs	Timeframe	Progress update	RAG status
2.1	The Equalities and Cohesion Star Chamber, chaired by the Cabinet Member for Social Inclusion, Community Safety and Equalities will provide robust internal challenge and scrutiny of the Council's performance against the five Equality Objectives and drive sustained improvements to our internal equalities practice.	Cohesion & Equalities Team Strategic Lead: Suwinder Hundal	Equalities and Cohesion Star Chamber governance and accountability framework and process established. All key decisions to be supported by a quality assured EIA. Recognised as excellent by the LGA Equality Peer Review.	On-going	The Equalities and Cohesion has established Star Chamber monthly meetings to review: progress against the Everyone's Battle Everyone's Business Equality action plan. key policy proposals and Equality Impact Assessment before they are presented to Cabinet. A programme of work has been set for the next 12 months	GREEN
2.2	Cabinet Members will call out exclusionary behaviours by declining to participate in any public panels that do not include female and Black, Asian, Minority Ethnic representation.	Council Leader /Cabinet Members Strategic Lead: Rishi Shori	Equalities information and terms of agreement established and included in	Ongoing	Linked to action relating to all staff as well as elected Councillors receiving mandatory equalities training. Levels of training completion to be reported at ECLT and	AMBER

			<p>Member induction packs.</p> <p>Members undertake training to support identification of inequalities.</p>		<p>Cabinet by People Services.</p> <p>A mechanism to support Members calling out and recording exclusionary behaviour e.g. a template email or letter cc'd to the Chief Executive and/or DSEP to be put in place.</p>	
2.3	All BCC staff as well as elected Councillors to receive mandatory equalities training.	<p>Human resources & Organisational Development</p> <p>Strategic Lead: Craig Scriven</p>	<p>A year-on-year increase in BCC staff and elected councillors attending Equality training.</p>	December 2021	<p>The mandatory module Respect in the Workplace was launched in April 2021 and ran until February 2022. 81% of staff completed the mandatory bundle of learning.</p> <p>As Councillors are not employees, we are unable to report on the number that have completed the Respect in the Workplace module.</p> <p>The Learning and Development team is working with the Member Development Group, chaired by</p>	GREEN

					Councillor Chatfield, to create a Member Development Charter which will evidence and support a structured induction and development programme post May.	
2.4	Build on the work with the Centre for Local Economic Strategies (CLES) to draw up a Birmingham Employment Charter, in partnership with other public sector agencies, private sector partners and anchor institutions to ensure best practice in diversity and increase recruitment across all sectors from the most excluded communities in the city. To work with Bham Anchor Network and partners.	Finance and Governance Strategic Lead: Suwinder Hundal	Agree a Birmingham Employment Charter. A draft charter approved by BCC. Percentage of employers adopting the Employment Charter.	August 2022	Draft Birmingham Employment Charter is being consulted on with the Bham Anchor Network (BAN). Once approved by BAN we will- develop an action plan to communicate the Charter, encouraging Birmingham-based employers to adopt the Charter	AMBER
2.5	The Council is reviewing its Social Value Policy and the Birmingham Business Charter for Social Responsibility. This will enable tenderers in future to target disadvantaged groups	Finance and Governance Strategic Lead: Haydn Brown	Increase in tender applications for diverse disadvantage groups. Monitor percentage of	November 2022	We have added the following into the Business Charter: i) An expectation for signatories to have an equality, diversity and inclusion strategy.	AMBER

	in Birmingham with their social value commitments.		applications awarded / declined and justifications for decision.		<p>ii) Have a policy that explicitly bans discrimination, bullying and harassment based on age, disability, gender identity, race, religion, sexual orientation and other protected characteristics and regularly monitor incidences of bullying and harassment based on these.</p> <p>iii) Look to introduce a Transitioning at Work, or Transgender Inclusion Policy if not already implemented.</p> <p>iv) Seek opportunities (with any organisation we are procuring) to sign up to the Armed Forces Covenant to show a commitment to supporting the Armed Forces Community.</p>	
2.6	The Council is working with other large institutions in Birmingham to develop improved ways of commissioning and procurement that provide	Finance and Governance Strategic Lead: Hayden Brown	Development of a terms or reference (or sign up to an agreed vision) with institutions	August 2021	Work is being undertaken to align this action to the East Side development strategy. Also looking to participate in and	AMBER

	opportunities for small Voluntary Community Sector to bid.		to improve commissioning and procurement opportunities for small Voluntary Community Social Enterprises.		promote an event in the Black Country on 14th July. Our promotion will include current workplan, Oracle system developments that include improvements in the supplier portal, Social Value Policy changes and the Match My Project portal.	
2.7	Establish a corporate forum with the Staff Equality Networks to hold “check and challenge” meetings between Networks, Council Leadership Team and Cabinet.	Equalities and Cohesion Team Strategic Lead: Suwinder Hundal	Forum established and meetings conducted regularly. Actions fed into the star chamber process.	June 2022	The Equalities and Cohesion Division is in the process of establishing the first meeting of the Staff Corporate Forum to agree a Terms of Reference. Kickstart Officer starts in March 2022 on a 6-month placement to provide administration support for the Staff Equality Networks.	AMBER
2.8	Establish a corporate Equalities and Cohesion Team that will act as critical friend to support good practise, to oversee the delivery of the equality	Strategy, Equality and Partnership	Head of Service recruited, and wider Team recruitment is ongoing.	April 2022	The full recruitment to the Equalities and Cohesion division has been delayed due to long term absence of the Head of Service.	GREEN

	strategy and community cohesion strategy. The service will work collaboratively within the council, partners organisations and communities to promote equality and inclusion across Birmingham.	Strategic Lead: Suwinder Hundal			The Head of Service has now returned and is overseeing the recruitment of the outstanding vacancies. *Full recruitment process to be completed by 31 June 2022.	
2.9	The Birmingham Living Wage Partnership to apply to become a Living Wage City.	Equality and Cohesion Division Strategic Lead: Suwinder Hundal	Application approved by the Living Wage Foundation. Increase percentage of employers sign up to become a Real Living Wage employer.	October 2021	The Living Wage Partnership successfully achieved a Living Wage City status for Birmingham in November 2021. It was officially announced as such by the Cabinet Member at a registered attendee event in November 2021, and launched the, 'Make Birmingham a Living Wage City Action Plan'. The Birmingham Living Wage strategic framework sets out 6 core objectives across public, private and third sector partners to engage and raise awareness about the campaign to tackle in-	GREEN

					<p>work poverty across the city.</p> <p>The partnership has committed to increase the number of accredited Living Wage employers with HQ in Birmingham by 50% and double the number of Living Wage employees to 80,000 by November 2024.</p>	
2.10	City board to take an active role in supporting a citywide approach to tackle structural inequalities and shine a light on issues that require a citywide policy response.	Strategic Lead: Richard Brooks		Ongoing	The Strategic lead is Richard Brooks Director of Strategy, Equality & Partnerships. Both the corporate Equalities Team and Strategic support for City Board are within the new directorate SEP.	AMBER
2.11	The Council will work with the Youth City Board to ensure young people's voices are actively influencing policy decisions.	Education and Skills Strategic Lead: Ilgun Yusuf	Taking forward the findings from consultations conducted with young people.	Ongoing	The Equality and Cohesion Division and the Cabinet Member for Social Justice, Community Safety and Equalities have engaged in initial consultations about how	AMBER

					EBEB strategy can better support young people. Next steps to link with Education and Skills to progress the action regarding youth engagement.	
2.12	Work with the Race Code team to undertake a self-assessment of our existing structures, policies, norms and practices to identify race inequalities. The findings of the assessment will help inform a race equity action plan, with a focus on addressing the lack of ethnic minority diversity at senior levels of the Council.	Equality and Cohesion Division Strategic Lead: Suwinder Hundal	Findings of self-assessment to be integrated across governance structures, plans and policies. Increase in % of the Council's Senior management from Black, Asian and Minority Ethnic backgrounds, in line with the diversity of the city's working age population.	1. Approval of RAP (RACE Code Action Plan) by April 2022 2. Interim progress review November 2022 3. RACE code review Summer 2024	Birmingham City Council achieved its RACE Code Equality Mark status in October 2021 and was communicated to staff by the Chief Executive as the accountable officer. This achievement resulted from Senior Leaders participating in three workshops to establish Race Code priority actions and the Service Lead for Equalities co-ordinating the final submission which included a delivery plan for the 10 'must do' actions, 'should do' and 'could do' actions. The next steps to support delivery is to	Green

					<p>engage with internal stakeholders such as; Equalities Star Chamber, appropriate staff networks, DMTs and ECLT.</p> <p>First draft of Race code Action Plan has been shared with relationship Manager at The Governance Forum we are waiting their feedback.</p> <p>Progress against the actions and any issues are reported to the Corporate Leadership Team.</p>	
2.13	Develop a community engagement and participation framework to support officers and elected members engage with diverse civil society organisations and underrepresented and 'unheard' voices.	Equality and Cohesion Division Strategic Lead: Suwinder Hundal	Community engagement and participation framework established.	January 2022	The intention is to progress and develop this action as part of work in action 3.2 of development of a CWG Stakeholder Panel and sustain the work processes, structures and approach in the longer term.	GREEN
2.14	Deliver equality impact assessment training to all senior managers on how to	Equality and Cohesion Division	'Train the Trainer' Training to be delivered	March 2022 – initial train the trainer	'What is a quality Equality Impact Assessment' Training	AMBER

	complete an Equality Impact Assessment.	Strategic Lead: Suwinder Hundal	to all senior managers. All service and policy decisions are supported with a quality assured Equality Impact Assessment.	training delivered. Date for wider roll out of training TBC	workshop has been delivered by Business in the Community. An Equality Impact Assessment cross-directorate Working Group is being established to agree a plan for rolling out the training and to make the necessary revisions to the EIA framework and guidance, so that it's user friendly. Refresh of the EIA will include health inequalities impact assessment.	
2.15	The Council to include health inequalities impact assessment as part of the equality impact assessment.	Public Health Division Strategic Lead: Dr Justin Varney	Equality Impact Assessment process revised to incorporate health inequalities impact.	TBC	Refresh of the EIA will include health inequalities impact assessment.	AMBER
2.17 NEW (RACE Code)	Identify board [Member] level and executive sponsor for race	Strategic Lead: Rishi Shori TBC	Executive Membership Team (EMT) to discuss the need for a specific senior sponsor			

			for race equality and identify an appropriate person.			
2.18 NEW (RACE Code)	Build psychological safety in boards and throughout the organisation.	Equality and Cohesion Strategic Lead: Suwinder Hundal	Extend the safe space 'listening circles' for staff to Members and JNC Executives. Extend the safe space listening circles to 'non-digitally connected' staff in face to face workshops to ensure as many operational staff have the opportunity to engage with the authority with respect to race equality measures and issues	Ongoing from July 2022 to January 2023		

Equality Objective 3: Involve and enable our diverse communities to play an active role in civic society and put the citizens' voice at the heart of decision-making						
Number	Action Detail	Strategic Lead(s)	Outputs	Timeframe	Progress update	RAG status
3.1	Establish the second phase of the Birmingham Poverty Truth Commission, to ensure that the voices of those with lived experience of poverty has a direct influence upon how we deliver our services and make policy.	Public Health Strategic Lead: Dr Justin Varney	<p>Second phase of the Birmingham Poverty Truth Commission Established</p> <p>Completion of each phase of the commission process to agreed timescales.</p> <p>Production of a set of tangibles recommendations to shape policy and systems.</p>	May 2023	<p>The second phase of the Birmingham Poverty Truth Commission has been established. The commissioners are currently being recruited and the first focused exploration is on housing.</p> <p>The recruitment of the community commissioners is complete.</p> <p>Two civic commissioners from housing services have been recruited and further leads are being followed.</p> <p>The commission have been meeting and as part of their induction and development, feeding into the food poverty work, housing</p>	GREEN

					<p>and the recruitment of PH Assistant Director.</p> <p>The official launch of the Commission is planned for 19 May 2022.</p> <p>The delay to the original plans is being mitigated through an extension to the contract, allowing more time for a robust development of the commission.</p>	
3.2	<p>Develop an inclusive citizen engagement model to ensure that the city's diverse communities are fully represented, including those that often struggle to get a hearing. This will enable us to work with communities to properly understand the different experiences of inequalities and together, decide the immediate and longer-term measures needed to address them.</p>	<p>Equalities and Cohesion Division</p> <p>Strategic Lead: Suwinder Hundal</p>	<p>Inclusive citizen engagement model established</p> <p>Increased participation of traditionally seldom heard voices.</p>	TBC	<p>A Citizens Stakeholder Panel has been established. The Panel</p>	GREEN

3.3	Develop phase two of our Birmingham City Council Civic Leadership programme with Operation Black Vote. We will continue and expand our work with Operation Black Vote to invest in, enable and grow a new generation of Black, Asian, and Minority Ethnic civic leaders.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	Increase in Black, Asian and Minority Ethnic civic leaders (via Operation Black Vote)	December 2022	Phase two was deferred due to COVID-19. It has now been agreed to restart discussions with OBV team to develop phase two, building in the learning from phase one. A programme will be agreed with OBV and launched later in 2022.	RED
3.4	Continue to progress and develop the Council's cross - Directorate "Working Together in Birmingham's Neighbourhoods" policy to ensure: community and neighbourhood organisations representing diverse communities can be properly heard and influence decision-making; that internal and external funding sources not directly available to the Council are levered in and focussed upon supporting grassroots community development, capacity building, post-Covid	Neighbourhoods Strategic Lead: Chris Jordan	Revision of the Working Together in Neighbourhoods policy	Ongoing	The Neighbourhoods Team has worked with Neighbourhoods in the initial formation of Commonwealth Games Panel work and attend PINCH meetings (partners investing in neighbourhoods and communities) meetings. Further update from Integrated Karen Cheney to follow.	AMBER

	community recovery and strengthening civil society.					
3.5	We will hold a proper conversation on the term 'BAME' with our employees, Black, Asian and Minority Ethnic communities, voluntary and community organisations and academics. We acknowledge that language can be structural barrier, grouping together ethnic minorities does not help distinguish between the different experiences of disadvantage/advantage and outcomes.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	Consultation and engagement with employees and communities. Findings communicated and reflected accordingly in performance and insight information that is produced	July 2022	The Equalities and Cohesion Division is in the process of developing a series of workshops with staff and staff networks to discuss the umbrella term 'BAME' and what alternatives can be offered. There is some emerging external evidence from the Cultural Development Service who commissioned a specific piece of work from academics at BCU (Birmingham City University) to evaluate the service's investment into cultural activity funding. A bi product of the research was evident dissatisfaction with the BAME acronym, and this terminology was subsequently scrapped	AMBER

					<p>in favour of 'Cultural Diversity.'</p> <p>At the Corporate Black Workers conference and AGM May 2022, the E& C division ran a workshop to garner views. Participants felt that the acronym has limitation in monitoring, reporting and group analysis, and more work needs to be done with staff of all racial backgrounds to establish consensus. The E&C division will continue the discussion focusing internally with staff.</p>	
3.6	<p>Establish a Gypsy Roma Traveller partnership to develop a better understanding of the needs of Gypsy Roma Traveller communities.</p> <p>Work with Gypsy Roma Traveller communities, voluntary and community sector and public sector agencies to find policy</p>	<p>Equalities and Cohesion Division</p> <p>Strategic Lead: Suwinder Hundal</p>	Establish a cross agency Gypsy Roma Traveller partnership.	July 2022	<p>A draft Term of reference is in place, which will be discussed and agreed with the Gypsy Roma Traveller partnership which is being established.</p> <p>Internal conversations with our staff are in progress.</p>	AMBER

	solutions that respond to differing needs.					
3.7	We will establish a community panel to provide community oversight of the Commonwealth Games legacy programme.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	Establish community panel with diverse perspectives	February 2022	Birmingham City Council (BCC) commissioned Birmingham Voluntary Service Council (BVSC) to launch the first phase of the 'Stronger Communities' fund in November as part of the CWG legacy programme – second phase will be launched early December 2021. The Stronger Communities' Commonwealth Games (CWG) Fund has been set up to support a number of activities that will form a key part of the Games legacy. Strategic introductory meeting has taken place February 2022 and the Citizens Panel is March 2022 a forward plan of	GREEN

					meeting dates has been secured. A formal launch 16 March has taken place.	
--	--	--	--	--	--	--

Equality Objective 4: Deliver responsive services and customer care that is accessible and inclusive to individual's needs and respects faith, beliefs and cultural differences

Number	Action Detail	Strategic Lead(s)	Outputs	Timeframe	Progress update	RAG status
4.1	Review and refresh the Council's Faith Covenant to ensure that we work with and give a voice to our ever more diverse family of faith communities in the city.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	Published refreshed Faith Covenant.	September 2022 – deadline updated following update.	initial discussions have taken place with Birmingham Communities of Faith (BCF) group and wider stakeholders A draft refreshed Faith Covenant is being consulted on in preparation for a re-launch of the Faith Covenant and Faith Map. A call to action is being developed with partners to engage faith and belief-based groups with the Faith Covenant	AMBER

4.2	<p>Establish a formal body to oversee the work of the Covenant and our relationship with faith groups.</p>	<p>Equalities and Cohesion Division</p> <p>Strategic Lead: Suwinder Hundal</p>	<p>Faith Partnership established with a clear set of terms of reference and standards</p>	<p>September 2022 – deadline updated following update.</p>	<p>Initial discussions have taken place to establish a partnership.</p> <p>There was agreement to establish a new inclusive partnership of city faith leaders and organisations.</p> <p>This partnership will oversee the work of the refreshed faith covenant.</p>	AMBER
4.3	<p>Deliver the joint review with London Borough of Lewisham on African and Caribbean health inequalities.</p> <p>Publish evaluation of review to inform further reviews into the health inequalities affecting other Black, Asian, Minority Ethnic communities.</p>	<p>Public Health</p> <p>Strategic Lead: Dr Justin Varney</p>	<p>Joint review conducted.</p> <p>Publication of review.</p>	<p>March 2022</p> <p>Launch event Summer 2022</p>	<p>The BLACHIR Review is continuing, the delivery time scale has moved back by 6 months due to Covid pressures on the public health team and the final report will be published from the review in Spring 2022.</p> <p>The Public Health team have launched public engagement on the recommendations from the first three thematic reviews (Racism, Pregnancy and Early Years, Children and Young People) and the evidence reviews have</p>	GREEN

					<p>been commissioned for the remaining six thematic sessions which will take place over the Autumn and Winter.</p> <p>Dec 2021: the report in due in Feb 2022 but due to current Covid pressures this may change</p> <p>The review was completed on 31 January 2022.</p> <p>The content of the report with identified opportunities for action has been submitted to the Health and Wellbeing Board for consideration and implementation locally (meeting on 22 March 2022).</p> <p>The report will be available on CMIS on 10 March 2022.</p> <p>The accessible design of the report is being developed and should</p>	
--	--	--	--	--	---	--

					<p>be completed by the end of March 2022.</p> <p>Data and evidence supplement, and an easy read version are also being developed.</p> <p>Formal Launch in June 2022</p>	
4.4	<p>Deliver interactive sessions to cover the application of the Equality Act 2010 within a dynamic education context. This will challenge participants to look beyond the legislation and reflect on the quality and impact of their practice in their school.</p> <p>Anti-racist sessions with schools to explore what it means to be anti-racist in Britain today and what is involved in offering an anti-racist education to children and young people. This offer aims to move participants beyond simply making statements that support race equality, to ensuring that they act to make the changes needed to move their schools to a position</p>	<p>Education and Skills</p> <p>Strategic Lead: Ilgun Yusuf</p>	Improved understanding of the Equality Act 2010.	Ongoing	<p>This action is now complete. A programme of anti-racist practice in schools was delivered by BRAP and is being evaluated by the University of Birmingham.</p> <p>The offer has now evolved to include the aspirations of the Commonwealth Games and further workshops have been commissioned to work with teachers, pupils and school communities around anti-racist education.</p>	GREEN

	where they are actively anti-racist and uphold social justice.					
4.5	Partner with the University of Birmingham's School of Education to deliver the Anti-Racism in Education programme of activities.	Education and Skills Strategic Lead: Ilgun Yusuf	A re-designed curriculum to include anti-racist practice with a cross-curricular delivery plan Learning from unconscious bias training is applied in practice across participating schools.	December 2021	This action is now complete and being reported on by University of Birmingham	GREEN
4.6	We will work with schools and local historians to develop a new curriculum and resources that tell the "Birmingham Story" – fully exploring its diversity, challenges and its meaning for the Birmingham of the 2020s and beyond.	Education and Skills Strategic Lead: Ilgun Yusuf	Creation of the 'Birmingham Story' curriculum and supporting resources.	TBC by the Strategic Lead	This action is underway and on time. The Birmingham Civic History project is being delivered by Birmingham Education Partnership (BEP) and is currently engaging with schools in the city. Resources are available through the BEP Hub.	AMBER

4.7	Plan with our communities and partner organisations a programme of cultural, faith and other key significant events which will be celebrated and commemorated to build community cohesion and bring different groups together.	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	A calendar of programmed events established.	June 2022	This live calendar of events is being produced by the E&C division working alongside the Lord Mayor's Office, Culture Team and Corporate Communications Team. E&C will provide an internal update and aim to have a version on MS TEAMS, the Intranet and website. Further work will include working with communities to celebrate and mark events	AMBER
4.8	Engage with communities to review the appropriateness of local monuments and statues on public land and council property. We will also ensure that the plaques accompanying our monuments properly and fully explain their historical context, where appropriate.	Culture Strategic lead: Symon Easton	Register developed on all monuments and statues on public land and council property Review undertaken on appropriateness of monuments and statues.	December 2022	A register has been established. Initial work on the reinstatement of Boulton, Watt Murdoch statue in Centenary Square has started. The public consultation around the revised interpretation will be a pilot for further work in this area.	Amber

					<p>The budget required to move this wider work forward has been agreed when discussing the Black Lives Matter protests and events in Bristol.</p> <p>We are in the process of commissioning the work with Culture & Tourism.</p>	
4.9	<p>We will review our street and public space naming protocols to ensure that potential names properly reflect and respect the city's history and communities, together with our wider Heritage Strategy.</p>	<p>Transport & Connectivity</p> <p>Strategic Lead: Philip Edwards</p>	<p>Refreshed Street Naming Policy which enables a wider range of names reflecting diverse themes to be introduced</p> <p>Consideration of street names for inclusion on a pre-approved list reflecting Birmingham's diverse culture</p>	October 2022	<p>Street Naming & Numbering (SNN) policy is currently under revision and Cabinet approval is required to implement the new policy. A new procedure for streets named after people no longer living and for suggestions with no specific new road in mind, is recommended for inclusion in the SNN policy.</p> <p>As policy revision requires Cabinet approval with associated EIA and consultation exercise, this is still in progress. Consultation will be progressed immediately</p>	AMBER

					following the May elections and the report will proceed to Cabinet on 7th September once responses have been considered and incorporated.	
4.10	The Cultural Development Service will refresh Birmingham's Heritage Strategy in consultation with communities to reflect on the contribution from of all our communities in telling the Birmingham story and setting out our ambitions going forward.	Culture Planning & Development Strategic Lead: Symon Easton	Consultation and engagement with communities on the refresh of Birmingham's Heritage Strategy. Refreshed Birmingham's Heritage Strategy published.	TBC by strategic Lead	The draft Strategy was produced in March 2021 following consultation with key stakeholder groups including The Heritage Strategy Group. However, just prior to the Strategy going out for public consultation, Inclusive Growth (Planning & Development) requested that the strategy be included as part of a new Heritage SPD (strategic planning document) for the city. This was agreed by Councillor Davis (Heritage Champion) Work with The Principal Conservation Officer to	AMBER

					develop the Heritage SPD and establish a new Conservation Panel is well underway.	
4.11	We will review the displays of art in our civic buildings to ensure they also tell the full story of Birmingham, including the renaming of a room in the Council House to properly mark the contribution of Black, Asian and Minority Ethnic civic leaders.	Culture Strategic Lead: Symon Easton	Review undertaken of all art in civic buildings A room renamed in the Council House to mark the contributions of Birmingham's Black, Asian and Minority Ethnic civic leaders.	TBC by strategic lead	Officers will work with Birmingham Museums Trust on this as the city's heritage experts. This will take place following the current work to decant all collections from BMAG (Birmingham Museum and Art Gallery) and Council House as part of the extensive rewiring project. A room has yet to be identified and a process drawn up for how a name can be chosen and agreed.	RED
4.12	Together with local communities establish an interconnected network of heritage trails that navigate through Birmingham's history, shaped through honest and diverse stories of settlement. This will include steps to properly champion the telling	Equalities and Cohesion Division Strategic Lead: Suwinder Hundal	Network of heritage trails established.	March 2022	A local organisation has been commissioned to work with 20 other organisations across Birmingham to establish Heritage Trails. This work is being progressed as part of	GREEN

	of “unheard histories” with communities defining their own narrative of place				the CWG commissioned activities under the ‘Stronger Communities’ fund that BVSC have been asked to lead on. First wave of fund launched 5 November 2021; second wave of funding launched in December 2021. This work will be completed before the CWG 2022.	
4.13	Library of Birmingham is partnering with a community heritage organisation to curate an exhibition about Birmingham schools in the 1970s and 1980s and how they contributed to an emerging understanding of multicultural education.	Library of Birmingham Strategic Leads: Dawn Beaumont, Tom Epps	Exhibition is held	July – September 2021	Exhibition was successfully delivered at Library of Birmingham by Future Seed in 2021.	GREEN
4.14	Spaces of Becoming: Black British Material Culture. The Council is collaborating with Vanley Burke, the Royal College of Art, and local/national cultural partners: Birmingham Museums and the Black Curriculum to share our	Library of Birmingham Strategic Leads: Dawn Beaumont, Tom Epps	Community Conference held. Engagement across local libraries completed.	November 2021 February 2022	The Arts Council application for this project has failed twice. Vanley Burke and partners have decided to shelve the project for the time being.	RED

	story of different patterns of migration, inspired by the Vanley Burke photographic archive. This exhibition will be complemented by a community conference and engagement activities at local Birmingham libraries.		Engagement activities completed.			
4.15	From City of Empire to City of Diversity project. The Library of Birmingham will collaborate on a project led by Sampad with support from the University of Birmingham. Inspired by the Library's Dyche photographic collection, the project will work with communities to catalogue, reinterpret and re-present a historically unique cultural collection.	Library of Birmingham Strategic Lead: Dawn Beaumont, Tom Epps	-Exhibition -Catalogue completed in consultation with communities -Catalogue of stories to be published and shared widely	March – June 2022	The exhibition element of this project opened to the public at Library of Birmingham 18 March 2022 and runs until 18 June.	AMBER
4.16	The <i>Everything to Everybody</i> Shakespeare project is a multilingual celebration of Birmingham, Brummies' and their Shakespeare, will deliver a series community co-curated exhibition at Library of Birmingham, family engagement days, collections workshops, a series of neighbourhood productions	Library of Birmingham Strategic Lead: Dawn Beaumont, Tom Epps	- community co-curated exhibitions at Library of Birmingham delivered -15 venue tour completed	July – November 2022	This is an on-going project. The E2E (Everything to Everybody) World's Stage videos are an example of the type of work being delivered by the project (235) World's Stage - YouTube	AMBER

	and projects in locations around the city, a 15 venue tour of Birmingham's First Folio.					
--	---	--	--	--	--	--

Equality Objective 5: Encourage and build a skilled and diverse workforce to build a culture of equity and inclusion in everything we do.

Number	Action Detail	Strategic and I Lead(s)	Outputs	Timeframe	Progress update	RAG status
5.1	Work with independent ethnographic experts, staff networks and our trade union colleagues to undertake a root and branch review of our People Services policies, procedures, training, and other related activity so that we are assured that we are best in class when it comes to equal employment practice and support.	People Services Strategic Lead: Craig Scriven	Revision of People Services policies, procedures, and training. BCC recognised as one of the top 100 employers on the stonewall index.	Ongoing	Equality and Cohesion led on the Stonewall submission and other organisations to support our improvements. CLT have approved the RACE code and implementation and engagement to commence Jan- Feb 2022. Numerous policies being reviewed including significant changes to recruitment,	AMBER

					<p>secondments and appraisals.</p> <p>As part of the policy review, the Equalities and Cohesion division has created Reasonable Adjustments and Health and Wellbeing Passports as a framework to support employees and managers in discussing reasonable adjustment requirements. This is currently awaiting feedback from Trade Unions.</p> <p>We received the Stonewall Workplace Equality Index score and rank in Feb 2022, receiving further, in depth feedback In April 2022. Score: 47/200 Rank: 258/403 organisations Award: Achieved the Bronze Award We will receive further, more in depth feedback on our submission in</p>	
--	--	--	--	--	--	--

					early April. This will be fed into an action plan to improve for the 2022 submission.	
5.2	<p>We will develop a (Workforce) Race Equity Plan (Review) to set our actions across:</p> <ul style="list-style-type: none"> • Recruitment and selection • Career Development • Culture Change • Rebuilding Trust • Improving data: reduce non-disclosure rates of personal data • Reduce the proportion of 'unknown' equality data we hold on our employees. 	<p>People Services Strategic Lead: Craig Scriven</p>	<p>Regular updates on progress to the Equality and Cohesion Star Chamber</p> <p>Measure progress against 2020 baseline data</p> <p>Publish annual progress report</p> <p>Reduction in the percentage of 'unknown' equality data</p>	Annual as part of PSED.	<p>Updates taken to Star Chamber, unknown data reducing year on year and now standing at 16%.</p> <p>Progress reported via corporate delivery plan dashboard, increasing ethnicity across all grades and race pay gap reducing.</p> <p>Updated WRER report in Appendix 2 along with other quantitative and qualitative data, consultation with staff and trade unions and will be used to develop the Workforce Race Equality Plan, an overview of which is available in Appendix 4. The general action to deliver this is reflected in the refreshed EBEB Action Plan (action 5.2), Appendix 3.</p>	AMBER

5.3	Publish an annual ethnicity pay gap report, supported by actions to promote diversity at all levels of our workforce.	People Services Strategic Lead: Darren Hockaday	Annual publication of an ethnicity pay gap report to identify progress.	Annual as part of PSED.	Expecting the report in September which should show a decrease.	AMBER
5.4	Set robust diversity targets for the Chief Executive and Council Leadership Team, which will form part of the Council's Performance Monitoring framework.	People Services	Publish progress against set target	Feb 2022	In the Workforce Race Equity review action plan, we state our ambition to be representative of the city. This is reported via the corporate KPI's. Chief Executive and CLT have specific people-related objectives within their appraisals including making our workforce reflective of Birmingham, particularly in regard to younger people from Black, Asian and Minority Ethnic backgrounds	GREEN
5.5	Publish a Gender Pay Gap report, supported by actions to close pay gaps and promote gender equity.	People Services Strategic Lead: Darren Hockaday	Gender Pay Gap report published and reported as part of the performance monitoring framework.	Annual as part of PSED.	Published in 2021 which reported a decrease in the gender pay gap. The 2020 Gender Pay Gap report was published on the 4 th October 2021. Findings show that the median	AMBER

					<p>pay gap between men and women decreased from 4.5% in 2019 to 3.9% in 2020. This is considerably lower than the national median gap of 17.3%</p> <p>The 2021 pay gap report is expected to be published by 31st March 2022</p>	
5.6	We will look at the level of disproportionality of grievances, disciplinaries and dismissals across ethnicity, gender, disability and sexuality	People Services in partnership with Strategy, Equality and Partnerships	<p>Publish data.</p> <p>Regular updates on progress to reduce grievances, disciplinaries and dismissals</p>	March 2022	<p>Data published as part of the workforce equality monitoring report (PSED)</p> <p>Workforce data inline and beyond PSED requirements published March 2022.</p>	GREEN
5.7	Undertake the first Disability Pay Gap analysis, supported by actions to close pay gaps and promote gender equity.	People Services Strategic Lead: Darren Hockaday	Publish council's first Disability Pay Gap report	Annual w/e 2022 as part of PSED	<p>Report across all protected characteristics being prepared for September 2021.</p> <p>The Head of Total Reward People Services will look to run this report alongside the other pay gap reports. Although there is not a gap in the data for Disability,</p>	AMBER

					<p>national statistics would suggest that there is a significant number of employees not disclosing. National data shows that 1 in 5 people have a disability, figures from February 2022 show that 1 in 25 people in the council have declared a disability.</p> <p>Work must continue in building trust with our employees to ensure people are confident that sharing information on their disability will not be used to adversely affect them.</p>	
5.8	<p>Participate in the Stonewall workplace Index for LGBT+ people to make us a truly inclusive employer that values our LGBT staff. We will work with Stonewall and our LGBT staff network to improve disclosures.</p>	<p>Equality and Cohesion Division</p> <p>Strategic Lead: Suwinder Hundal</p>	<p>BCC recognised as one of the top 100 employers on the stonewall index.</p>	Ongoing/Annual	<p>The Stonewall WEI (workplace equality index) was submitted 5th November 2021. A plan will be established on improving our score, following feedback on the submission in April 2022.</p> <p>We have improved the monitoring categories for internal staff to ensure it is inclusive of all current</p>	AMBER

					best practice categories for gender identities and sexual orientation. This will go live with the implementation of Oracle.	
5.9	The chief executive's weekly staff bulletin should routinely reinforce the council's commitment to equalities and the council's zero tolerance of discrimination and harassment. Share examples of good organisational practice that promotes equalities.	Communications Strategic lead: Eleri Roberts	Clear work programme with dates established for inclusion of equalities updates in the chief executives' bulletins	Ongoing	Comms keep a log of where Interim Achieved. Chief Executive has an evidence log that supports this action. Examples: Celebrating International Day of Disabled People, promoting events and blog feat. How Commonwealth Games is due to be the most inclusive with largest para sport program ever. Reflections on Let's Talk About Race event with Corporate Black Workers Support Group Promoting Birmingham as only city in UK to be part of Inform Women Transform Lives campaign to ensure	GREEN

					<p>women have better access to information.</p> <p>Promotion of LGBT+ History Month. A real opportunity to gain a deeper understanding of the struggle many people still face to be accepted as their authentic selves, but also to celebrate the great contribution LGBT+ people make within the council and beyond.</p> <p>All staff webinar, on 11 February, hosted by Dr Justin Varney, Director of Public Health, and Richard Brookes Director of Strategy, Equality and Partnerships.</p>	
--	--	--	--	--	---	--

Birmingham City Council

Coordinating Overview and Scrutiny Committee

Date 23 September 2022



Subject: Birmingham City Council Response to the Cost-of-Living Crisis

Report of: Richard Brooks, Director of Strategy, Equality and Partnerships

Report author: Richard Brooks, Director of Strategy, Equality and Partnerships

Does the report contain confidential or exempt information? ☐ Yes ☒ No

If relevant, state which appendix is exempt, and provide exempt information paragraph number or reason if confidential: N/A

1 Purpose

- 1.1 To inform the Committee of Birmingham's context in relation to poverty and the cost-of-living crisis, and some initial considerations for our response.
- 1.2 The link to the Centre for Good Governance briefing is provided for information: [The cost of living crisis and scrutiny - Centre for Governance and Scrutiny \(cfgs.org.uk\)](https://cfgs.org.uk)

2 Recommendations

- 2.1 Members note the analysis of poverty and cost of living issues in Birmingham.
- 2.2 Members consider any recommendations to further address the cost-of-living crisis and implications for the Scrutiny work programme.

3 Appendices

- 3.1 Presentation: Poverty & the Cost of living crisis in Birmingham

POVERTY & THE COST OF LIVING CRISIS IN BIRMINGHAM

Overview and Scrutiny Coordinating Committee, September 2022

Richard Brooks, Director of Strategy, Equality & Partnerships

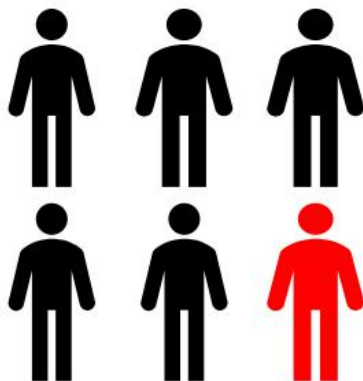


Understanding our city and context



National context: poverty is widespread and now rising

- Across the UK approx. one in six people live in absolute poverty
- Amongst children the UK rate is one in four (for pensioners 1 in 9)

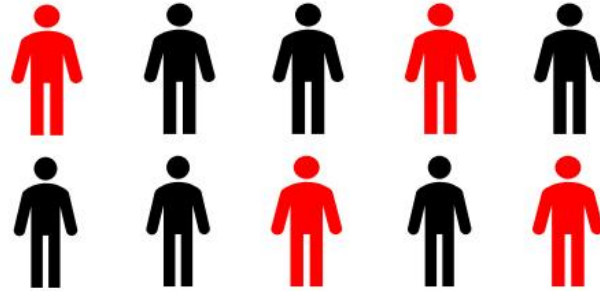


Source: HBAI 2020/21; Note: absolute poverty measure after housing costs, figures are 17% for adults, 23% for children and 11% for pensioners

Page 244 of 366

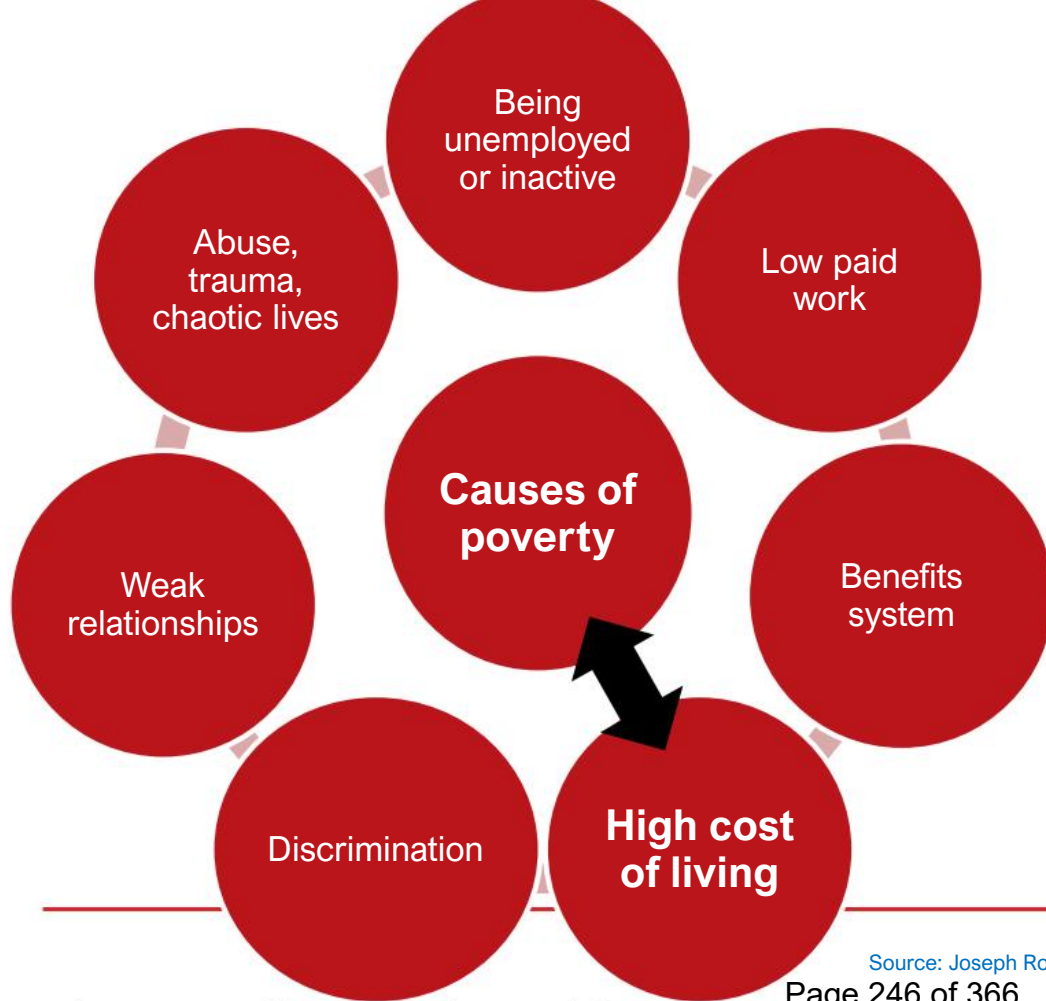
Poverty rates in Birmingham are much higher: almost double the national rate for children

- Birmingham's child poverty rate was modelled at 43% for 2019/20, which is **over 100,000 children**



- There are no accurate local authority estimates of overall poverty in Birmingham, but it must affect **well over 300,000 people**

Source: [Child poverty rates by local authority | JRF](#)



Rising cost of living is a cause of poverty, and people living in poverty are more vulnerable to rising costs

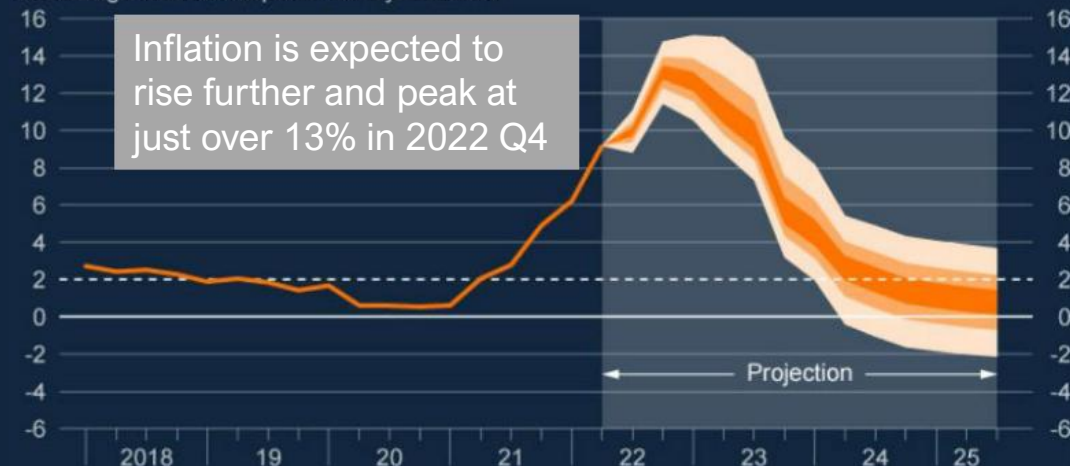
Source: Joseph Rowntree Foundation, 2022

Page 246 of 366

Prices are have risen exceptionally fast since early 2021, and continue to rise fast, driving more people into poverty

Chart 1.4: CPI inflation projection based on market interest rate expectations, other policy measures as announced

Percentage increase in prices on a year earlier



- **Food and fuel** have been disproportionately affected – gas & fuel prices doubled.
- Our poorest households spend **much more of their income** on these than higher-income households.
- Inflation is not forecast to fall to 'normal' levels until **2024**.
- Global cost drivers, but the UK is among worst affected.

The Impact will be most severe for Low Income Families

(Joseph Rowntree Foundation and Resolution Foundation analysis)

- JRF estimates **that seven million low income families had to sacrifice food, heating, even showers, this year** because they couldn't afford them
- JRF's analysis used the projected inflation rise (of 13%) to calculate the impact rising living costs will have on low-income families.
 - Energy bills will be £1,550 dearer on average by April 2023 than the same time this year.
 - On top of this, the price of food and other examples of everyday spending will rise on average by £1,000 through inflation.
 - Combined, this leaves a low-income family £2,550 worse off than last year*
- The Resolution foundation estimates that **monthly energy costs for those on pre-payment meters will peak at £613 in January**; unaffordable for many, but especially significant for pre-payment meter customers who are unable to spread these costs over multiple months

*Resolution Foundation estimates that the cost for the typical household this financial year (2022-23) will be £3,478, up from £1,472 last year.

Cost increases are widely felt and will continue for several years – Govt has responded & is under pressure to do more

- Because incomes are growing more slowly than prices, **real household incomes across the UK have now started falling**
- They are expected to fall sharply 2022-23 and also in 2023-24 before starting to recover (OBR forecasts March 2022).
- National Govt policy has tried to soften the impact:
 - £400 off energy bills
 - £650 payments for households on means tested benefits (+£300 for pensioners and +£150 for those on disability benefits)
 - £150 Council Tax rebate
 - 5p cut to Fuel Duty, increase in NICS threshold
- **The October increase in the energy price cap will see household bills rise by another 80% (Ofgem 26 August, 2022)**

Some key factors affect Birmingham specifically

- Very **high unemployment** and **low employment** rates
- Concentration of poverty in key ethnic groups, especially **Pakistani and Bangladeshi heritage families**
- **Two-child limit** for Child Benefit and Universal Credit affecting more children born after April 2017
- **Multiple disadvantage** including from disability (which affects both chance of employment and household costs)
- Poor housing stock leads to very high levels of **fuel poverty**

*Source for larger families in poverty: Resolution Foundation, Living Standards Outlook
March 2022*

Page 250 of 366

Poverty particularly affects our Pakistani and Bangladeshi households

Percentage of people in relative low income, 2017/18 to 2019/20

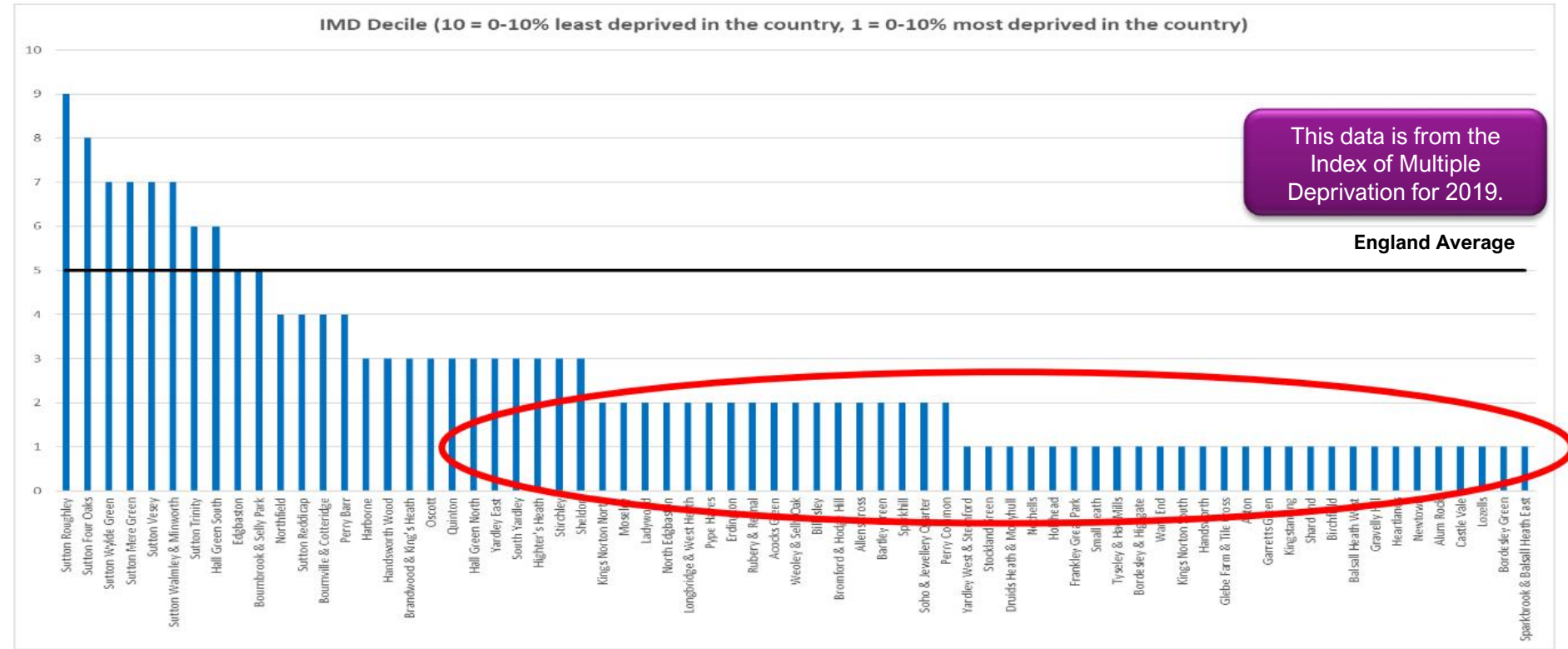
By ethnic group of the head of household

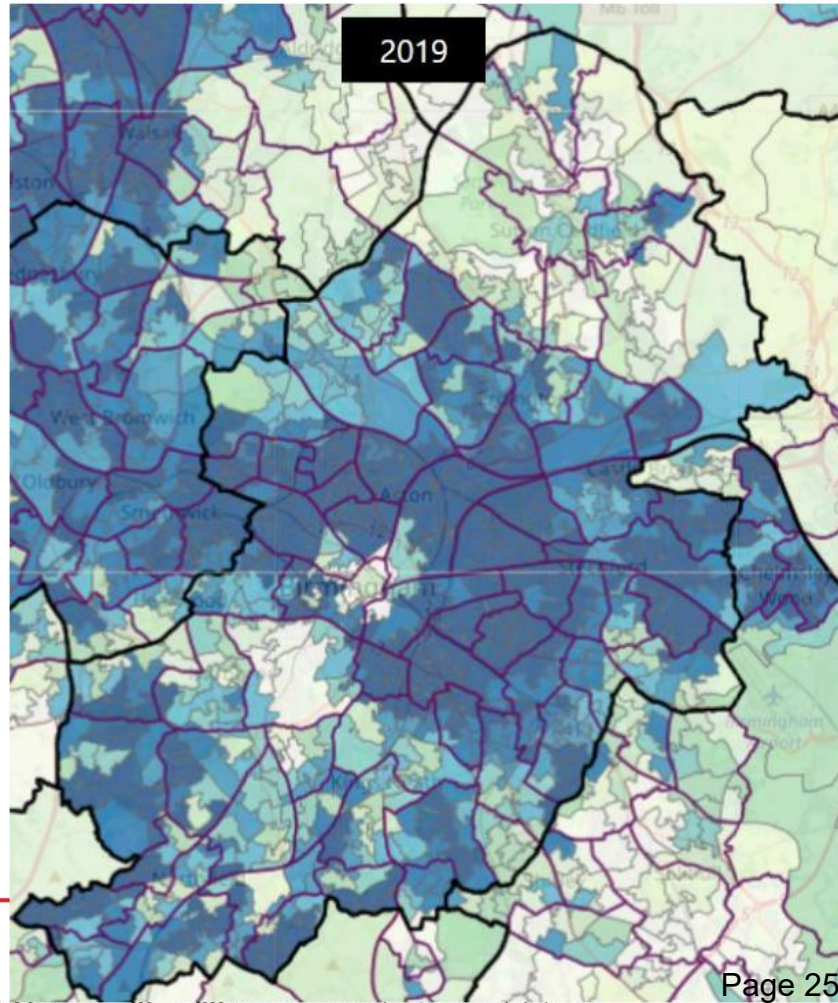


Source: HBAI 2019; House of Commons Briefing 7096

Page 251 of 366

Almost all of Birmingham's wards are more deprived than the England average – most are in the bottom 20% nationally...

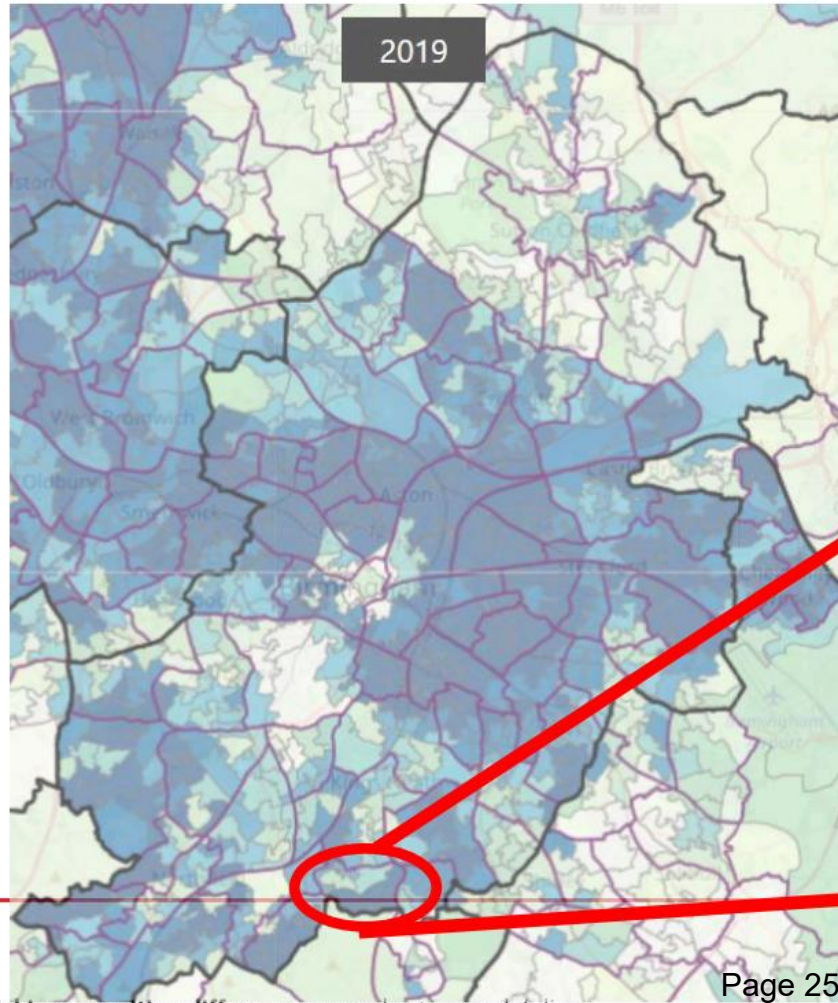




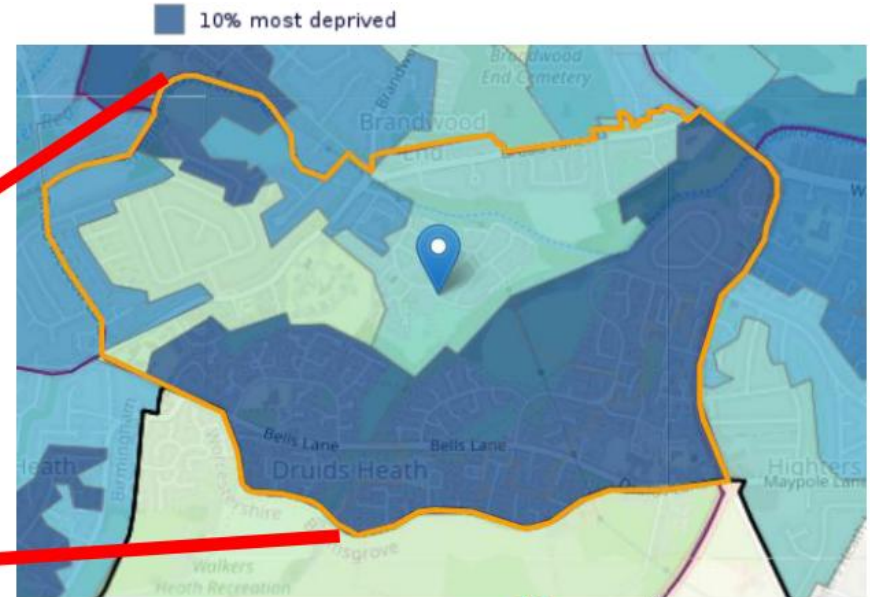
...but deprivation is also often concentrated below ward level



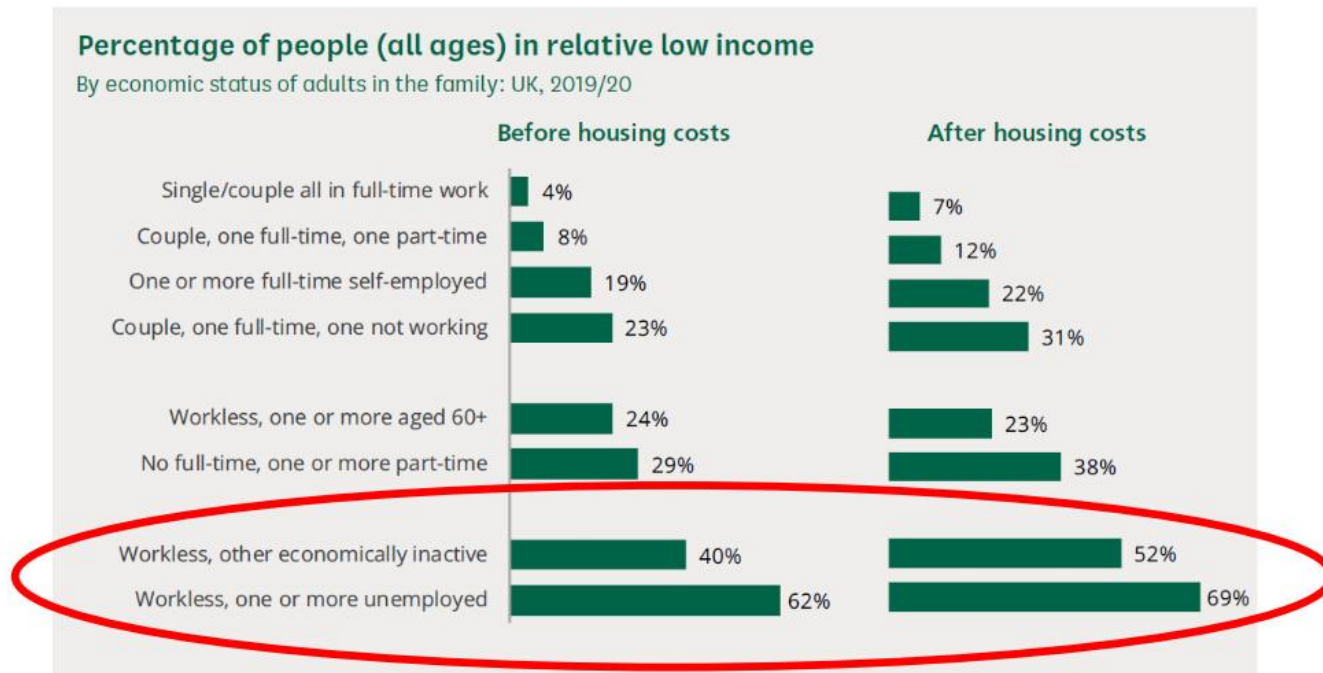
Source: IDACI 2019, Income Deprivation Affecting Children Index



E.g. Druids Heath and Monyhull



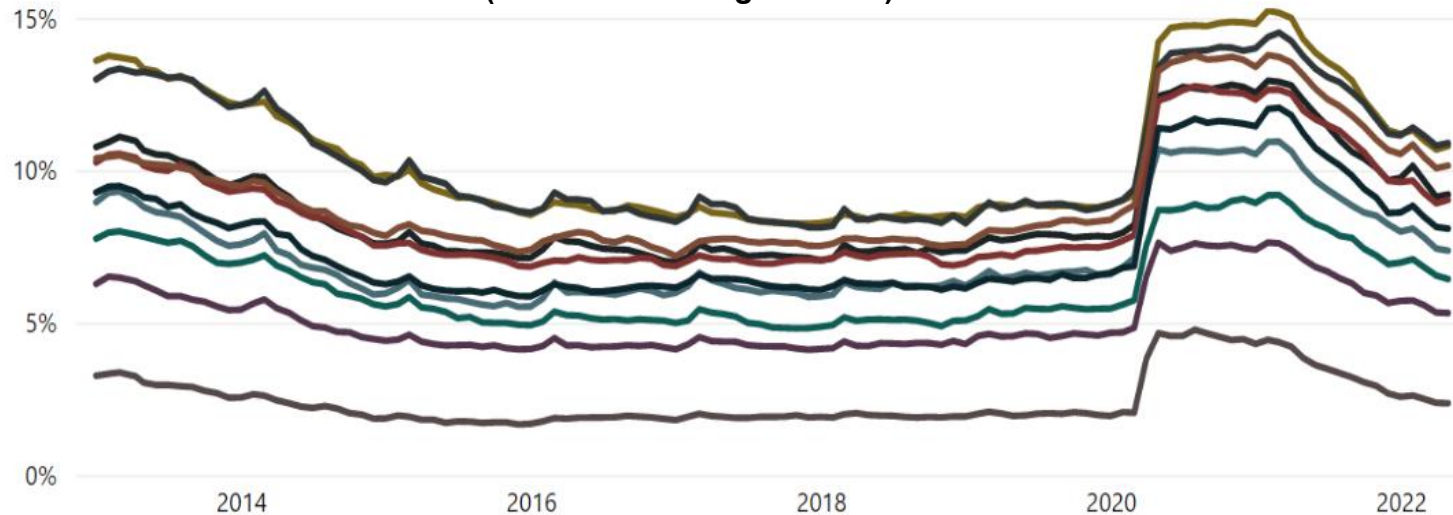
Lack of employment is the most important factor driving poverty and cost of living pressures in Birmingham



Source: DWP, [Households Below Average Income](#), 2019/20

Unemployment in Bham is exceptionally high and still well above pre-Covid level

Alternative Claimant Rate (% of residents aged 16-64)



Ladywood: 10.9%
Hodge Hill: 10.8%
Perry Barr: 10.2%
Erdington: 9.2%
Hall Green: 9.0%
Yardley: 8.1%
Northfield: 7.4%
Edgbaston: 6.4%
Selly Oak: 5.3%
Sutton Cfield: 2.4%

UK May rate 3.7%

Source: [Constituency data: people claiming unemployment benefits \(parliament.uk\)](https://parliament.uk/data/constituency-data/people-claiming-unemployment-benefits)

Many people in Birmingham are either not looking for work, or not claiming benefits that they are entitled to

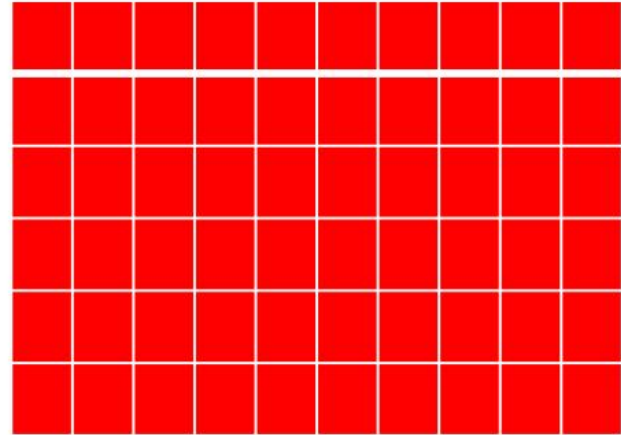
- Whilst our unemployment rate is high (these are people looking for work but not in work), a much larger number of people are not seeking to work (technically 'inactive')
 - e.g. the employment rate for Pakistani heritage women in Birmingham is approx. 35% compared to approx. 75% for all UK adults
- The main out-of-work benefit is now Universal Credit, which pays around £1000 month for a family of two adults & two children who have no other income
- We had **156,688 people** claiming Universal Credit in Bham in June, which is likely well below what people are entitled to
- DWP does not publish statistics on take-up of Universal Credit, but income support take up was around 80%. Likely huge under-claim.

Regular benefit payments are much larger than any one-off payments, and provide continuous support

- Household Support Fund one-off payment
- Annual value of Universal Credit (2 Adults + 2 Children)



£200



£12,000 approx

Some initial conclusions & observations to inform our response to poverty and cost of living pressures

- This is a **very large scale issue** – deep rooted, widespread across the city, and there is no quick fix
- Our **discretionary resources** are small in comparison, and we must focus them where they make the biggest impact
- We have few statutory responsibilities in this area, but should consider if our **organisational design** is right for the challenge
- In the short term **increasing uptake of benefits** is one of the few ways of making a difference at scale
- In the medium to longer-term **increasing employment** is the key to reducing poverty in Birmingham

Our Response



Key areas of focus

- Inclusive growth & Levelling Up
 - East Birmingham focus in Devolution Deal
- Early Intervention and Prevention Project
 - Integrating Poverty Review?
- Birmingham Financial Inclusion Partnership
 - Strategy Refresh
- Birmingham City Partnership
 - Employment and immediate help
- Housing Strategy

Activity is spread over many parts of the Council

- Key activities include:
 - Revenues, Benefits & Rents (e.g. Council Tax energy bill rebate, Council Tax Benefit, rent arrears)
 - Housing & Homelessness Advice
 - Neighbourhoods Advice & Information Service
 - Household Support Fund payments commissioned through Children & Families Directorate
 - BCT hardship payments
- Birmingham Financial Inclusion Partnership sits across much of this work – its strategy was for 2017-22 so a review / renew is due
- We have few statutory responsibilities in this area, and should consider if our **organisational design** is right for the challenge
- City Partnership is crucial but hard to coordinate – **key partner should be DWP** as they have by far the greatest resources

Early Intervention & Prevention Project is mapping our existing assets – need to maximise value & impact



BCC staff

Digital & Customer Services

- **3** benefits advisors
- **51** contact centre advisors – benefits
- **23** contact centre advisors – housing/ homelessness

Neighbourhoods

- **38** NAIS advisors
- **4** commissioned accredited debt advice providers e.g. CAB

Housing

- **5** Think Family Workers
- *others tbc*



Virtual offer

Money and housing information on the BCC website – priority to improve navigation and accessibility

Money advice and support

If you are struggling with debt, affected by welfare reform or need assistance with budgeting, please read on for advice and support.

Where you have more bills than you can afford to pay, you may need to seek advice and support. This should be paid advice rather than a free service.

If you do not pay your bills, you may find that the council does not have the money to pay for your rent or other services.

If you are a council tenant you can call 0121 222 2222 for advice.

If you are not a council tenant you can call 0121 222 2222 for advice.

General housing advice

The following organisations can give general housing advice. For organisations seeking for specific needs please see part of the advice section.

- **Birmingham Housing Advice**
- **City of Birmingham Housing Advice**

Floating Support and Supported Accommodation

View list of providers advice, supported accommodation and support services.

If the organisation is funded by us to provide floating support or supported accommodation then it must also be marked. Other providers may provide these services but may not be able to give advice.

Alternatively you can contact providers directly using the details below and on the following pages. If they are funded by us to provide floating support or supported accommodation then this will be marked. Other providers may provide these services but may not be able to give advice.



Community assets

- Well-established **community assets** across the City who are meeting local demand for money and housing advice
- One example is **Witton Lodge** who's Wellbeing Hub on Erdington High Street offers face-to-face advice and support around health, employment, housing & finance
- Other examples offering advice in this space include DWP and CAB.



Household Support Fund

- We are working with BVSC to support the 40,000 most vulnerable households with £200 payments each over the next three months, plus signposting to other help
- More than 28,000 applications totalling £4.2m were approved between December and March. 71% (19,924) of these were from households with children.
- Further funds were made available in the Chancellor's Spring Statement and £12.8m has been allocated to Birmingham City Council.
- This will be spent over the next three months through a combination of distribution of funds and application support from BVSC and other trusted third sector organisations, top ups to local welfare provision and discretionary housing support, and hardship support to families with vulnerable children
- Additional commitment of £1.3 million from BCC resources – not yet allocated

Employment support

- Working with partners including WMCA, JobCentre Plus, LEP to enable employers to recruit local unemployed residents by connecting them with job seekers and training provision with particular focus on development schemes, e.g. Balfour Beatty Vinci, Lendlease, Winvic
- **Youth Promise Plus:** Specialist intensive mentoring for young people aged 16-19 who are not in education, employment or training (NEET). Work with 1,500 vulnerable young people in Birmingham who have significant barriers to employment, e.g. referrals from care services, YOS, WM Police
- **PURE project:** Support for people over 25 who have complex needs with entry into employment, education and training. Focused on helping people overcome barriers such as homelessness, domestic abuse, learning, physical or mental health difficulties.
- **Partnerships for People and Place:** Targeted training and mentoring for school leavers to improve access to apprenticeship and employment opportunities. This programme is funded by central government and the model is being trialled in East Birmingham.

Public statement from partners in July

- Public statement and call to action in advance of the Commonwealth Games
- Partners include NHS & Anchor Network, Severn Trent, Barrow Cadbury, BVSC
- Three areas of focus:
 - Driving take up of benefits including CT energy rebate & Household Support Fund, signposting to help
 - New £80,000 from Barrow Cadbury to support local organisations increase take up of benefits, and learn the lessons for our own anti-poverty work
 - New commitment from Anchor Network to create 500 additional entry level job opportunities per annum to address youth unemployment



Scrutiny Work Programme 2022/23

Chair:	Cllr Sir Albert Bore
Deputy Chair:	Cllr. Kerry Jenkins
Committee Members:	Cllrs: Akhlaq Ahmed, Deidre Alden, Mick Brown, Jack Deakin, Roger Harmer, Mohammed Idrees, Kerry Jenkins, Chaman Lal, Ewan Mackey, Saima Suleman, Alex Yip
Officer Support:	Interim Head of Scrutiny and Committee Services: Christian Scade, (07517 550013) Senior Overview & Scrutiny Manager: Fiona Bottrill, (07395884487) Scrutiny Manager: Amelia Murray (07825979253)

1 Terms of Reference

- 1.1 As per City Council on 24th May 2022 the Committee's Terms of Reference is to "plan and co-ordinate the work of all the Overview & Scrutiny Committees. To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning governance (including transparency, regional working and partnerships): citizens (including communications and public engagement); performance; customer services; social cohesion; equalities and emergency planning." These functions include:
- giving such guidance to the Overview and Scrutiny Committees in any cases of uncertainty, as to work which they should or should not be undertaking, as may be necessary to achieve such co-ordination, including the allocation of "call-in" to the appropriate Committee;
 - determining, in any cases of uncertainty, the allocation of responsibility for specific tasks between the Overview and Scrutiny Committees;
 - ensuring (by means, for example, of issuing appropriate guidance and/or instructions) that the Overview & Scrutiny Committees pay proper attention in



their work to the consideration of key cross cutting issues, in particular equalities, transparency and improvement;

- publishing each year an Annual Programme of major scrutiny inquiries as suggested by individual Overview and Scrutiny Committees following consideration of the Council Plan and priorities;
- agreeing the establishment of any task & finish groups; and
- considering overview and scrutiny development, working practices and constitutional arrangements.

2 Purpose of the Report

- 2.1 To enable the Committee to:
- 2.2 Review the work programme for the Co-ordinating Overview and Scrutiny Committee and update members on the work programmes of the other Scrutiny Committees and the Scrutiny Inquiries that have been agreed.

3 Recommendations

- 3.1 The Committee:
- 3.2 Reviews and agree any amendments to the work programme for the Co-ordinating Overview and Scrutiny Committee as set out in Appendix 1.
- 3.3 Reviews the work programmes for the Commonwealth Games, Culture and Physical Activity, Education and Children's Social Care, Economy and Skills, Health and Adult Care, Housing and Neighbourhoods, Resources, Transport and Sustainability Overview and Scrutiny Committees as set out in Appendix 2
- 3.4 Note the update on the Scrutiny Inquiries in section 7 of the report.

4 Background

- 4.1 At the start of the municipal year each Overview and Scrutiny Committee considered their work programme and the Co-ordinating Overview and Scrutiny Committee agreed 4 scrutiny Inquiries that will be undertaken during 2022/23. At the July meeting of the Co-ordinating Overview and Scrutiny Committee members were asked to consider the cross-cutting issues that had been identified, and this has also informed the Committee work programmes.



5 Co-ordinating Scrutiny Committee Work Programme

- 5.1 Appendix 1 sets out the draft work programme for 2022/23 as agreed at the July meeting of the Co-ordinating OSC and in consultation with the Chair. Members are asked to review the work programme and the items to be scheduled and agree any amendments.

6 Scrutiny Committee Work Programmes

- 6.1 The Co-ordinating Overview and Scrutiny Committee terms of reference include the duty to plan and co-ordinate the work of all the Overview & Scrutiny Committees. The work programmes for the other Overview and Scrutiny Committees are attached as Appendix 2 to enable Members to consider the range and scope of issues that will be scrutinised and identify any gaps or duplication to be raised with Committee¹.
- 6.2 The cross-cutting issues reported to the July meeting of the Co-ordinating Overview and Scrutiny Committee were considered by the Chair and the following decisions made:
- Budget Scrutiny – This is set out within the terms of reference for the Resources Overview and Scrutiny Committee which will have the responsibility to carry out scrutiny of the budget proposals for 2023/24 during the consultation process. If other Overview and Scrutiny Committees want to consider specific budget proposals within their remit this will be considered at a meeting before the Resources Committee meeting in January.
 - Any scrutiny of the City of Nature policy or implementation will be carried out by the Sustainability and Transport Overview and Scrutiny Committee.
 - Children and Young People's Mental Health: The terms of reference of the Education and Children's Social Care Overview and Scrutiny Committee includes children and young people's health and wellbeing. Therefore, when the Health and Social Care Overview and Scrutiny Committee undertakes scrutiny of children's social care (under the overview and scrutiny role set out in the National Health Service Act 2006 as amended by the Health and Social Care Act 2012) members of the Education and Children's Social Care Committee will be invited to attend.
 - Commonwealth Games Legacy: Where issues relating to the economic, employment and skills legacy Members of the Economy and Skills Overview and Scrutiny Committee will be invited to attend.

¹ Scrutiny Work Programme are live documents and may be updated prior to further Overview and Scrutiny Committee meetings in September.



- Monitoring implementation of the recommendations of the Scrutiny inquiry of Council-owned Assets: The monitoring of the recommendations for this Inquiry will be carried out by the Resources Overview and Scrutiny Committee.

The cross-cutting issue of equalities is an area of work that will continue to be developed. A key element of this is the Everyone's Battle, Everyone's Business Action Plan and this will inform further issues that Scrutiny Committees may want to consider. The Scrutiny Team are working with the Equalities and Cohesion Team to look at how best to take these options forward and Scrutiny continues to contribute to this area of work.

The other cross cutting issues of Route to Zero and the impact of the Covid-19 pandemic are still being worked on to ensure these are considered appropriately across the Committees and Inquiries.

In addition, the issue of domestic abuse was considered by the Scrutiny Chairs and a further discussion will take place with the Chairs of the Housing and Neighbourhood and Education and Children's Social Care to determine the lead Committee and an update will be provided to the Co-ordinating Overview and Scrutiny Committee in due course.

- 6.3 The Committee Work Programmes attached as Appendix 2 set out that the agenda items that were not considered at the Co-ordinating, Housing and Neighbourhoods and Commonwealth Games, Culture and Physical Activity Scrutiny Committees in September, due to the period on national mourning following the death of Queen Elizabeth II and have been re-scheduled to the next Committee Meeting.

7 Scrutiny Inquiries 2022/23

- 7.1 At the July meeting of the Co-ordinating Overview and Scrutiny Committee agreed 4 issues for Scrutiny Inquiries to be undertaken during 2022/23. The membership of the Task and Finish Groups that will carry out this work has been agreed as set out below:

Inquiry	Committees Involved	Members
Child Criminal Exploitation	Members from: Education & Children's Social Care O&S Committee	Cllrs: Hughes (Chair) Bano, Jan Moledina, Morrall
Children & Young People's Mental Health	Members from: Health & Social Care O&S Committee* and Education & Children's Social Care O&S Committee	Cllrs: Brown (Chair), Bermingham, Hartley, Moore, Morrall, Pritchard, Tilsley (Deputy Chair)
CWG Health & Wellbeing Legacy	Members from: CWG, Culture & Physical Activity O&S Committee* and Health & Social Care O&S Committee	Cllrs: Deakin (Chair), Brown, Jan, Moore (Deputy Chair), Shergill



Skills & Employment	Members from: Economy & Skills O&S Committee	Cllrs: Suleman (Chair), Aziz, Brennan, Knowles, Morrall (Deputy Chair to be agreed at first T&F Group meeting)
---------------------	---	---

*indicates the lead Committee where the task and finish group includes members from more than one Overview and Scrutiny Committee.

- 7.2 Scoping for the inquiries started during July and August, however the Task and Finish Group meetings planned to take place early September have been postponed due to the period of national mourning. These meeting will be re-arranged, and the Terms of Reference brought to the Lead Committee in October.
- 7.3 In line with the Scrutiny Framework all members will be informed of the scope of the Scrutiny Inquiries and invited to contribute. A call for evidence will also be made to enable members of the public and other organisations to contribute to the Inquiries.

8 Request(s) for Call In / Councillor Call for Action / Petitions Received (if any)

- 8.1 There are no other meetings scheduled at this time.

Call in Meetings:

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

It is suggested that the Committee approves Friday at 10.00am 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

9 Forward Plan for Cabinet Decisions

- 9.1 Since the implementation of the Local Government Act and the introduction of the Forward Plan, scrutiny members have found the Plan to be a useful tool in identifying potential agenda items.



9.2 The Committee may wish to consider whether issues currently listed on the Forward Plan require further investigation or monitoring via scrutiny. This can be viewed in full via Forward Plans (cmis.uk.com).

10 Legal Implications

10.1 There are no immediate legal implications arising from this report.

11 Financial Implications

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

12 Public Sector Equality Duty

12.1 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.

12.2 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.

12.3 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.

13 Use of Appendices

13.1 Appendix 1 – Co-ordinating Overview and Scrutiny Committee Work Programme for 2022/2023

13.2 Appendices 2 – Scrutiny Committee Work Programme



CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE 2022-23 WORK PROGRAMME

Meeting Date: 8 July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Scrutiny Business Report for City Council</i>	<i>Discussion</i>	<i>To provide an overview of the priorities identified by the O&S Committees for 2022/23</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>None</i>	Scrutiny Business Report to City Council on 12 July
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the draft work programme and agree the items to be considered at future meetings and to consider inquiries proposed by the Overview and Scrutiny Committees and agree up to 4 Inquiries to be undertaken during 2022/23</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>None Identified</i>	

Final Deadline: 29 June 2022

Publication: 30 June 2022

Meeting Date: 9 September 2022 (Meeting not held – Items to be considered at meeting 23.09.22)

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Everyone's Battle, Everyone's Business Action Plan</i>	<i>Update report</i>	<i>To receive a report on the Everyone's Battle, Everyone's Business Action Plan considered at Cabinet in July 2022</i>	<i>Richard Brookes</i>	<i>Cllr. Cotton</i>	<i>N/A</i>	
<i>Cost of Living Crisis</i>	<i>Update Report</i>	<i>To consider the Council's response to the impact of the cost of living crisis and on residents and the Council.</i>	<i>Richard Brookes</i>	<i>Cllr. Cotton</i>	<i>N/A</i>	
<i>Customer Services</i>	<i>Update Report</i>	<i>Building on the previous scrutiny work on complaints, to scrutinise how this has informed the Council's approach to Customer Services: Embedding change in the how the Council delivers services to customer and residents.</i> <i>Engaging with residents and businesses, listening and supporting customer service improvements.</i>	<i>Wendy Griffiths</i>	<i>N/A</i>	<i>N/A</i>	
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the draft work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes for the Overview and Scrutiny</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	

		<i>Committees and Scrutiny Inquiries</i>				
--	--	--	--	--	--	--

Deadline: 30 August 2022

Publication: 1 September 2022

Meeting Date: 23 September 2022 (Agenda Items re-scheduled from 9 September meeting)

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Everyone's Battle, Everyone's Business Action Plan</i>	<i>Update report</i>	<i>To receive a report on the Everyone's Battle, Everyone's Business Action Plan considered at Cabinet in July 2022</i>	<i>Richard Brookes</i>	<i>N/A</i>	<i>N/A</i>	
<i>Cost of Living Crisis</i>	<i>Update Report</i>	<i>To consider the Council's response to the impact of the cost of living crisis and on residents and the Council.</i>	<i>Richard Brookes</i>	<i>N/A</i>	<i>N/A</i>	
<i>Customer Services</i>	<i>Update Report</i>	<i>Building on the previous scrutiny work on complaints, to scrutinise how this has informed the Council's approach to Customer Services: Embedding change in the how the Council delivers services to customer and residents.</i> <i>Engaging with residents and businesses, listening and supporting customer service improvements.</i>	<i>Wendy Griffiths</i>	<i>N/A</i>	<i>N/A</i>	
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the draft work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes for the Overview and Scrutiny</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	

		<i>Committees and Scrutiny Inquiries</i>				
--	--	--	--	--	--	--

Publication: 14 September 2022

Meeting Date: 14 October 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Trailblazer Devolution / Levelling Up</i>	<i>Update Report</i>	<i>To consider the implications of the Trailblazer devolution deal for Birmingham.</i>	<i>TBC</i>	<i>Deputy Leader</i>		
<i>Deputy Leader</i>	<i>Cabinet Member Priorities</i>	<i>Cabinet member to set out priorities for the administration and key deliverables for 2022/23 and issues for further scrutiny within the remit of the Committee:</i> <i>Business Change</i> <i>Efficiency and improvement for the Council – including governance and performance of third-parties</i> <i>Risk Management</i> <i>Customer Services</i> <i>Emergency Planning</i> <i>Strategic Partnerships</i> <i>Council's lead on Levelling-Up, Devolution and WMCA</i>	<i>Mary Crofton</i>	<i>Deputy Leader</i>		
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	

		<i>Committees and Scrutiny Inquiries</i>				
--	--	--	--	--	--	--

Deadline: 4 October 2022

Publication: 6 October 2022

Meeting date: 18 November 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Cabinet Member Portfolio Overview</i>	<i>Cabinet Member priorities</i>	<p><i>Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value for the following portfolio areas:</i></p> <ul style="list-style-type: none"> <i>• Open data</i> <i>• Information Governance</i> <i>• Digital Inclusion</i> 	<i>Rose Horsfall</i>	<i>Cllr. Francis, Cabinet Member Digital, Culture, Heritage & Tourism,</i>		
<i>Council Corporate Communications Plan</i>	<i>Update Report</i>	<i>Corporate Communications Plan, including how the Council communicates with residents who do not have access to digital platforms.</i>	<i>Eleri Roberts</i>	<i>TBC</i>	<i>TBC</i>	
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	

Final Deadline: 9 November 2022

Publication: 10 November 2022

Meeting Date: 9 December 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Exempt Accommodation</i>	<i>Monitoring implementation of recommendations and service / policy development</i>	<i>Assessment of impact at the neighbourhood level of the Exempt Accommodation Pilot and implementation of recommendations from the Scrutiny Inquiry.</i>	<i>Guy Chaundy</i>	<i>TBC</i>	<i>TBC</i>	
<i>Planning Enforcement</i>						
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	

Final Deadline: 30 November 2022

Publication: 1 December 2022

Meeting Date: 27 January 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	
<i>TBC</i>						

Final Deadline: 18 January 2023

Publication: 19 January 2023

Meeting Date: 17 February 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	
<i>TBC</i>						

Final Deadline: 8 February 2023

Publication: 9 February 2023

Meeting Date: 17 March 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	
<i>TBC</i>						

Final Deadline: 8 March 2023

Publication: 9 March 2023

Meeting Date: 14 April 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Scrutiny Work Programme</i>	<i>Decision</i>	<i>To review the work programme and agree the items to be considered at future meetings, to receive an update on the Work Programmes of the Overview and Scrutiny Committees and Scrutiny Inquiries</i>	<i>Christian Scade</i>	<i>N/A</i>	<i>N/A</i>	
<i>TBC</i>						

Final Deadline: 5 April 2023

Publication: 6 April 2023

To be scheduled:

Leader's priorities

Leader to set out priorities for the administration and key deliverables for 2022/23 and identify issues for further scrutiny within the remit of the Committee:

- *Structure and Governance of the Council*
- *Communications*
- *Council Wide Efficiency and Improvement*
- *Policy and Partnerships*
- *West Midlands Combined Authority*

Cabinet Member Priorities

Cabinet Member for Social Justice, Community Safety and Equalities

Cabinet member to set out priorities for the administration and key deliverables for 2022/23 and identify issues for further scrutiny

- *Social Cohesion and Inclusion*
- *Tackling Inequality*
- *Equalities within the Community*
- *Third Sector Partnership and Engagement*

- *External Challenge*

Grand Challenge Indicators: To review the proposed indicators that will be used to assess the progress against the 5 Grand Challenges.

City Observatory data relevant to Co-ordinating OSC remit

To consider the data available from the City Observatory that is relevant to the terms of reference for the Co-ordinating OSC

Council Procedures and Arrangements

Overview and Scrutiny Arrangements

Update on Election Act to Committee before new year following report to Committee in December 2021

Commonwealth Games, Culture and Physical Activity O&S Committee

2022-23 Work Programme

Date of Meeting: 6th July 2022 at 2pm in Committee Room C, Council House Extension

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Commonwealth Games Update	Update Report	Advise current position on preparations for the Games	Craig Cooper, Programme Director, Commonwealth Games	Cllr Ian Ward, Leader	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 27th June 2022Publication: Tuesday 28th June 2022

Date of Meeting: Wednesday 14th September 2022 at 2pm in Committee Room 6, Council House (Meeting not held – Items to be considered at meeting 12.10.22)

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games Update	Update Report	Post- Games Update	Andrew Slattery Programme Manager, Commonwealth Games	Cllr Ian Ward, Leader	None Required	Item deferred to the October meeting
Commonwealth Games – Legacy	On-going Report	Report providing post Games review and outlining the legacy programme	Graeme Betts, Strategic Director for Adult Social Care & Legacy Lead	Graeme Betts, Director for Adults Social Care & Legacy Lead Cat Orchard, Head of Community Partnerships, BCC	None Required	Item deferred to the October meeting
Work Programme Development	Decision	Approve work programme for 2022-23	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item.

Final Deadline: Monday 5th September 2022

Publication: Tuesday 6th September 2022

Date of Meeting: Wednesday 12th October 2022 at 1.30 in Committee Rooms 3 & 4 (Agenda Items re-scheduled from 14th September meeting)

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games Update	Update Report	Post- Games Update	Andrew Slattery Programme Manager, Commonwealth Games	Cllr Ian Ward, Leader	None Required	Item deferred from the 14 September 2022 meeting
Commonwealth Games – Legacy	On-going Report	Report providing post Games review and outlining the legacy programme	Graeme Betts, Strategic Director for Adult Social Care & Legacy Lead	Graeme Betts, Director for Adults Social Care & Legacy Lead Cat Orchard, Head of Community Partnerships, BCC	None Required	Item deferred from the 14 September 2022 meeting
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 3rd October 2022

Publication: Tuesday 4th October 2022

Date of Meeting: Wednesday 2nd November 2022 at 2pm in Committee Room 6 (time may need to change to 1.30 to accommodate Cllr Khan)

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cabinet Member Portfolio Overview	Update Report	Report providing a summary of Cabinet Member priorities for 2022-23, and identify opportunities for O&S to add value	Ceri Saunders, Cabinet Support Officer	Cllr Mariam Khan, Cabinet Member for Health and Social Care	None Required	TBC as moved from the October 2022 committee meeting.
Cabinet Member Portfolio Overview	Update Report	Report providing a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Rose Horsfall, Cabinet Support Officer	Cllr Jayne Francis, Cabinet Member for Digital, Culture, Heritage & Culture	None Required	Symon Easton, Head of Cultural Development & Tourism Dawn Beaumont, Head of Library Services Chief Librarian Kate Reynolds, AD, Lifelong Learning & Employability
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	CWG legacy will be a standard item following Oct O&S Committee. Structure for these discussions will be confirmed in Oct and the work programme updated subsequently
Work Programme	Decision	Approve work programme	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 24th October 2022 Publication: Tuesday 25th October 2022

Commonwealth Games, Culture and Physical Activity O&S Committee, September 2022/23

Date of Meeting: Wednesday 7th December 2022 at 2pm in Committee Rooms 3 & 4

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	Commonwealth Games – Legacy will be a standard item following October O&S Committee. Structure for these discussions will be confirmed in October and the work programme updated subsequently
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 28th November 2022

Publication: Tuesday 29th November 2022

Date of Meeting: Wednesday 11th January 2023 at 2pm in Committee Rooms 3 & 4

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	Commonwealth Games – Legacy will be a standard item following October O&S Committee. Structure for these discussions will be confirmed in October and the work programme updated subsequently
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Friday 23rd December 2022

Publication: Tuesday 3rd January 2023

Date of Meeting: Wednesday 1st February 2023 at 2pm in Committee Rooms 3 & 4

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	Commonwealth Games – Legacy will be a standard item following October O&S Committee. Structure for these discussions will be confirmed in October and the work programme updated subsequently
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 23rd January 2023

Publication: Tuesday 24th January 2023

Date of Meeting: Wednesday 1st March 2023 at 2pm in Committee Rooms 3 & 4

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	Commonwealth Games – Legacy will be a standard item following October O&S Committee. Structure for these discussions will be confirmed in October and the work programme updated subsequently
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 20th February 2023

Publication: Tuesday 21st February 2023

Date of Meeting: Wednesday 5th April 2022 at 2pm in Committee Rooms 3 & 4

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Commonwealth Games – Legacy	On-going Report	(To be shaped following September 2022 O&S Committee)	To be confirmed	To be confirmed	None Required	Commonwealth Games – Legacy will be a standard item following October O&S Committee. Structure for these discussions will be confirmed in October and the work programme updated subsequently
Work Programme	Decision	Approve work programme, and update on Scrutiny Inquiry	Amelia Murray, Overview and Scrutiny Manager	None	None Required	Standard item

Final Deadline: Monday 27th March 2022

Publication: Tuesday 28th March 2022

TO BE SCHEDULED:

1. Culture Strategy 2023-2033 including the External Review of Culture (this may be in the Autumn).
2. Physical Activity Strategy.
3. Joint Scrutiny Inquiry: Increasing physical activity and promoting health and wellbeing, building on the legacy of the Commonwealth Games
4. Digitalisation of an Asset Map for all cultural and physical activity (the Chair has met with Richard Brooks, Director of Strategy, Equality and Partnerships who will explore this further).
5. Economy and Skills O&S to be invited to the CWG, Culture and Physical Activity OSC for report on employment and skills legacy of CWG

EDUCATION AND CHILDREN'S SOCIAL CARE OSC 2022-23 WORK PROGRAMME

Date of Meeting: Wednesday 20th July 2022 at 10am in the BMI, Margaret Street

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
SEND Improvement and the Accelerated Progress Plan	Update Report	Advise current position on SEND Improvement, and the Accelerated Progress Plan (APP).	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families Victor Roman, SEND Improvement Programme Manager	None Required	
Home to School Transport (HTST)	Update Report	Assurances on improvements to the HTST service including arrangements for Sep 2022.	Sue Harrison, Director, Children and Families	Mike Fagan, AD, Home to School Transport John Elsegood, Head of Communications Satinder Sahota, Interim City Solicitor & Monitoring Officer	None Required	
Youth Justice Plan	Consultation	To discuss the priorities prior to the plan going to Cabinet and City Council for adoption.	Seamus Gaynor, Head of Executive, Children's Trust	Dionne McAndrew, AD, Vulnerable Young People, Children's Trust Janine Saleh, Head of Service, Youth Offending Service	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Monday 11th July 2022, and Publication: Tuesday 12th July 2022

Education and Children's Social Care O&S Committee work Programme, 2022/23

Date of Meeting: Wednesday 7th September 2022 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SEND Improvement	Update Report	Improvement Journey	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families	None Required	
Cabinet Member Portfolio Overview	Update Report	Report providing a summary of Cabinet Member priorities for 2022-23, and identify opportunities for O&S to add value	Suman McCarthy, Cabinet Support Officer	Cllr Karen McCarthy, Cabinet Member for Children, Young People and Families	None Required	Cabinet Member Portfolio Overview
Work Programme Development / Inquiry Proposal	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Friday 26th August 2022

Publication: Tuesday 30th August 2022

Date of Meeting: Wednesday 19th October 2022 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SEND Commissioner	Update Report	To provide information on the work of the SEND Improvement Board and how O&S can add value to the SEND improvement journey.	Sue Harrison, Director, Children and Families	John Coughlan, DFE Commissioner	None Required	
HTST / Children and Young People Travel Service Update	Update Report	Update on the service delivered in Sep 2022.	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families John Elsegood, Head of Communications	None Required	
Work Programme Development / Inquiry	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	Work Programme Development

Final Deadline: Monday 10th October 2022

Publication: Tuesday 11th October 2022

Date of Meeting: Wednesday 30th November 2022 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Birmingham Safeguarding Children's Partnership (BSCP)	Update Report	To receive the BSCP Two-Year Report and the Independent Chair's Accountability Report	Simon Cross Business Manager, BSCP	Penny Thompson, Independent Chair, BSCP Simon Cross Business Manager, BSCP	None	Last attended a formal committee meeting on 16 th February 2022
Children's Trust	Update Report	To receive the Business Plan and Priorities (including an update on the paper that is going to Cabinet on the 8 th November regarding the contract)	Seamus Gaynor, Head of Executive, Children's Trust	Andrew Christie, Chair Andy Couldrick, Chief Executive, Children's Trust	None	Last attended a formal committee meeting on 1st September 2021
Children and Young People Plan TBC for either 30 th Nov 2022 or 4 th Jan 2023	Consultation	Part of the consultation	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families Kerry Madden, Programme Manager	None	

Final Deadline: Monday 21st November 2022

Publication: Tuesday 22nd November 2022

Date of Meeting: Wednesday 4th January 2023 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Children and Young People Plan TBC for either 30 th Nov 2022 or 4 th Jan 2023	Consultation	Part of the consultation	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families Kerry Madden, Programme Manager		

Final Deadline: Thursday 22nd December 2022

Publication: Friday 23rd December 2022

Date of Meeting: Wednesday 22nd February 2023 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
School Attainment	Update Report		Lisa Fraser, AD, Education and Early Years	Lisa Fraser, AD, Education and Early Years Alan Michell, Head of Service for Admissions, Attendance, Exclusions and Pupil Tracking		

Final Deadline: Monday 12th February 2023

Publication: Tuesday 13th February 2023

Date of Meeting: Wednesday 5th April 2023 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Children's Trust	Update Report	To provide an update on Progress with the Priorities	Seamus Gaynor, Head of Executive, Children's Trust Suman McCarthy, Cabinet Support Officer	Andrew Christie, Chair, Children's Trust Andy Couldrick, Chief Executive, Children's Trust Cllr Karen McCarthy, Cabinet Member for Children, Young People and Families (tbc) Sue Harrison, Director, Children and Families (tbc)	To be discussed	

Final Deadline: Monday 27th March 2023

Publication: Tuesday 28th March 2023

Date of Meeting: Wednesday 17th May 2023 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Monday 8th May 2023

Publication: Tuesday 9th May 2023

TO BE SCHEDULED:

1. Grand Challenges, City Observatory data indicators by committee remit
2. Scrutiny Inquiry: Child Criminal Exploitation and County Lines
3. Joint Scrutiny Inquiry with Health and Social Care O&S Committee: Children and Young People's Mental Health
4. Visits

HOUSING AND NEIGHBOURHOODS OVERVIEW & SCRUTINY COMMITTEE 2022-23 WORK PROGRAMME

Date of Meeting: 14th July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (including joint working / links with other O&S Committees)
Cabinet Member Portfolio Overview	Update Report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Jon Lawton, Cabinet Support Officer	Cllr Majid Mahmood, Cabinet Member for Environment	None Required	
Performance	Quarterly Report	Outline Month 2 (May) performance for City Operations, and provide more detailed commentary on areas of improvement or for concern	Jonathan Antill, Head of Business Improvement and Support	Paul Lankester, Interim Assistant Director, Regulation and Enforcement Darren Share, Assistant Director, Street Scene	None Required	
Performance	Quarterly Report	Report outlining Month 2 (May) performance for Housing, and provide more detailed commentary on areas of improvement or for concern	Mira Gola, Head of Business Improvement and Support	Natalie Smith, Head of Service Housing Management Steve Philpott, Head of Service Housing Solutions and Support	None Required	
Work Programme Development	Decision	Discuss work programme for 2022-23 with a particular focus on refining aims and	Amelia Murray, Overview and Scrutiny Manager	Fiona Bottrill, Senior Overview and Scrutiny Manager	None Required	<i>A Cleaner Streets inquiry proposal has been submitted to Co-</i>

		objectives, and any additional topics to consider				<i>ordinating Overview and Scrutiny Committee. This Committee will consider all in-depth inquiry proposals at their July 8th meeting. This will ensure an achievable work programme for 2022-23.</i>
--	--	---	--	--	--	---

Final Deadline: Tuesday 5th July 2022

Publication: Wednesday 6th July 2022

Meeting Date: 15 September 2022 (Meeting not held – Items to be considered at meeting 26.09.22)

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Petition – Ban Use of Pesticides	Debate	To debate the Petition and formulate a clear formal resolution on the matter for agreement	Darren Share, Assistant Director, Street Scene	Ms Laura Hackett, Lead Petitioner Cllr Izzy Knowles, Presenting Councillor Cllr Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	The Petition from Bee Friendly Brum was presented to City Council on 12 th July 2022
Delays in birth/ death registrations	Update Report	Provide progress on steps being undertaken to reduce delays in births and deaths registrations, and to develop a new mortuary facility, including a digital autopsy scanner	Paul Lankester, Interim Director, Regulation and Enforcement	Sajeela Naseer, Assistant Director, Regulation and Enforcement	None Required	This has been scheduled in response to Full Council motion – 14 th June 2022. Further to this, it follows on from previous related updates: 10 th March 2022 and 21 st November 2019

Final Deadline: Tuesday 6th September 2022

Publication: Wednesday 7th September 2022

Housing and Neighbourhoods O&S Committee Work Programme 2022/23

Date of Meeting: **Monday 26th September 2022 (Agenda Items re-scheduled from 15th September meeting)**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Petition – Ban Use of Pesticides	Debate	To debate the Petition and formulate a clear formal resolution on the matter for agreement	Darren Share, Assistant Director, Street Scene	Ms Laura Hackett, Lead Petitioner Cllr Izzy Knowles, Presenting Councillor Cllr Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	The Petition from Bee Friendly Brum was presented to City Council on 12 th July 2022
Request for Call-In: Capital Funding Bid for the Proposed Introduction of Car Parking Charging Across Selected BCC Parks	Request for Call-In	To consider whether the Committee should, or should not, exercise its power of Call-In, that is whether to formally request that the Executive reconsiders its decision	Rob James, Strategic Director, City Operations	Cllr Yvonne Mosquito, Cabinet Member for Finance and Resources Cllr Majid Mahmood, Cabinet Member for Environment Rob James, Strategic Director, City Operations	None Required	

Delays in birth/ death registrations	Update Report	Provide progress on steps being undertaken to reduce delays in births and deaths registrations, and to develop a new mortuary facility, including a digital autopsy scanner	Paul Lankester, Interim Director, Regulation and Enforcement	Sajeela Naseer, Assistant Director, Regulation and Enforcement	None Required	This has been scheduled in response to Full Council motion – 14 th June 2022. Further to this, it follows on from previous related updates: 10 th March 2022 and 21 st November 2019
--------------------------------------	---------------	---	--	--	---------------	---

Publication: Wednesday 16th September 2022

Date of Meeting: Thursday 13th October 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Localisation	Update Report	Provide progress on delivery of the Working Together in Neighbourhoods White Paper, including the Neighbourhood Action Co-ordination programme. Respond to the challenge presented by O&S (27 th January 2022) for a rapid 4-point stocktake – ‘Councillors and Officers’ Review against the 4 Measures of Success set for ‘Working Together in Birmingham’s Neighbourhoods’	Chris Jordan, Assistant Director, Neighbourhoods	Cllr Ian Ward, Leader of the Council Chris Jordan, Assistant Director, Neighbourhoods	None Required	Working Together in Neighbourhoods White Paper: <u>Working Together in Birmingham's Neighbourhoods (White Paper) Birmingham City Council</u>
Cabinet Member for Housing and Homelessness Portfolio Overview	Update Report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Marcia Wynter, Cabinet Support Officer	Cllr Sharon Thompson, Cabinet Member for Housing and Homelessness	None Required	
Housing Strategy 2022-2027	Consultation	Outline the development of the new Housing Strategy. Consider the strategic priorities and workstreams identified and inform the	Julie Griffin, Managing Director, City Housing	Naomi Morris, Housing Modernisation and Partnerships Manager	None Required	

		direction of this strategy's development		Guy Chaundy, Housing Modernisation and Partnerships Manager		
--	--	--	--	---	--	--

Final Deadline: Tuesday 4th October 2022

Publication: Wednesday 5th October 2022

Date of Meeting: Thursday 10th November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Performance	Quarterly Report	Report outlining performance for Housing, and provide more detailed commentary on areas of improvement or for concern	Mira Gola, Head of Business Improvement and Support	TBC	None Required	
Performance	Quarterly Report	Report outlining performance for City Operations, and provide more detailed commentary on areas of improvement or for concern	Jonathan Antill, Head of Business Improvement and Support	Sajeela Naseer, Assistant Director, Regulation and Enforcement Darren Share, Assistant Director, Street Scene	None Required	
Inquiry: Reducing Fly-tipping	Tracking	Provide further clarification on Recommendations R01 and R03. Consider if the Inquiry is concluded.	Darren Share, Assistant Director, Street Scene	TBC	None Required	Further information has been requested in relation to these recommendations. This Inquiry was approved at Full Council on 2 nd February 2021; the most recent Progress on Recommendations report was presented to Housing & Neighbourhoods O&S Committee on 10 th March 2022.

Mobile Household Recycling Centres – 12 months on	Update Report	Provide an overview of the initial 12 months of the scheme, and highlight impact	Darren Share, Assistant Director, Street Scene	Darren Share, Assistant Director, Street Scene	None Required	
Cleaner Streets	Evidence-gathering	To identify comparator areas and invite representatives from other Local Authorities to share best practice	Amelia Murray, Overview and Scrutiny Manager	TBC		

Final Deadline: Tuesday 1st November 2022

Publication: Wednesday 2nd November 2022

Date of Meeting: Thursday 15th December 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cabinet Member for Social Justice, Community Safety and Equalities Portfolio Overview	Update Report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Marcia Wynter, Cabinet Support Officer	Cllr John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities	None Required	
Birmingham Community Safety Partnership Report	Annual Report	<p>Discharge the statutory requirement as the Crime and Disorder Committee to receive an annual report from the Birmingham Community Safety Partnership</p> <p>Provide an overview of the Community Safety strategy and key headlines for the past 12 months</p>	Waqar Ahmed, Assistant Director for Community Safety and Resilience	<p>Cllr John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities</p> <p>Chief Superintendent Mat Shaer, West Midlands Police</p> <p>Waqar Ahmed, Assistant Director for Community Safety and Resilience</p> <p>Pamela Powis, Senior Service Manager, Safer Places</p>	None Required	

Final Deadline: Tuesday 6th December 2022

Publication: Wednesday 7th December 2022

Date of Meeting: Thursday 12th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cleaner Streets	Evidence-gathering	To identify comparator areas and invite representatives from other Local Authorities to share best practice	Amelia Murray, Overview and Scrutiny Manager	TBC		

Final Deadline: Friday 23rd December 2022

Publication: Wednesday 4th January 2023

Date of Meeting: Thursday 16th February 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Performance	Quarterly Report	Report outlining performance for Housing, and provide more detailed commentary on areas of improvement or for concern	Mira Gola, Head of Business Improvement and Support	TBC	None Required	
Performance	Quarterly Report	Report outlining performance for City Operations, and provide more detailed commentary on areas of improvement or for concern	Jonathan Antill, Head of Business Improvement and Support	Sajeela Naseer, Assistant Director, Regulation and Enforcement Darren Share, Assistant Director, Street Scene	None Required	
Affordable Housing Plan	Update Report	Provide an outline of progress	Kerry Scott, Housing Delivery Programme Lead	Guy Chaundy, Housing Modernisation and Partnership Manager	None Required	

Final Deadline: Tuesday 7th February 2023

Publication: Wednesday 8th February 2023

Date of Meeting: Thursday 16th March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cleaner Streets	Evidence-gathering	To identify comparator areas and invite representatives from other Local Authorities to share best practice	Amelia Murray, Overview and Scrutiny Manager	TBC		

Final Deadline: Tuesday 7th March 2023

Publication: Wednesday 8th March 2023

Date of Meeting: Thursday 13th April 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Tuesday 4th April 2023

Publication: Wednesday 5th April 2023

TO BE SCHEDULED:

The following items had been identified as topics for consideration to be included in the work programme and no dates have yet been set. Further items may be identified in the Overview and Scrutiny discussion on 15th September 2022:

1. Voids: Improving standards
2. Tenant Management Strategy
3. Selective and Additional Licensing Schemes for Private Rented Sector
4. Flats above shops

HEALTH & SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE 2022-23 WORK PROGRAMME

Date of Meeting: 19th July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
<i>Q4 Adult Social Care Performance Monitoring</i>	<i>Agenda item</i>	<i>Report on red rated performance indicators; 5 performance indicators chosen by HOSC for in-depth examination and the complete set of Adult Social Care performance indicators.</i>	<i>Maria Gavin</i>	<i>N/A</i>	<i>None identified</i>	<i>Maria to include any performance information on Delayed Transfers of Care.</i>
<i>Healthwatch Birmingham Annual Report 2021/22</i>	<i>Agenda item</i>	<i>Reporting on investigations completed in the previous year.</i>	<i>Andy Cave, CEO, Healthwatch Birmingham</i>	<i>N/A</i>	<i>None identified</i>	<ul style="list-style-type: none"> • Access to NHS Dentistry • Investigation about people's experiences of Day Services • Access to GP Services

Final Deadline: Thursday 7th July 2022Publication: Monday 11th July 2022

Date of Meeting: Tuesday 20th September 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Election of Deputy Chair</i>	<i>Agenda item</i>	<i>To elect a Deputy Chair. Deferred from 19th July informal meeting.</i>				
<i>Action Notes/ Matters Arising</i>	<i>Agenda item</i>	<i>To approve the action notes of the meeting held on 29th March 2022. To note the action notes of the informal meeting held on 19th July 2022.</i>				
<i>Report of the Cabinet Member for Health and Social Care</i>	<i>Agenda Item</i>	<i>To set out the Cabinet Member's priorities for the coming year.</i>	<i>Ceri Saunders</i>	<i>N/A</i>	<i>None identified</i>	<i>Councillor Mariam Khan</i>
<i>Period Poverty and Raising Period Awareness</i>	<i>Tracking Recommendations</i>	<i>To track progress against implementation of recommendations.</i>	<i>Monika Rozanski Rokneddin Shariat</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline: Thursday 8th September 2022

Publication: Monday 12th September 2022

Date of Meeting: Tuesday 18th October 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Forward Thinking Birmingham</i>	<i>Agenda item</i>	<i>Annual report on performance against public health contract.</i>	<i>Fiona Reynolds Chief Medical Officer Birmingham Women's and Children's NHS Foundation Trust (FTB)</i>	<i>N/A</i>	<i>None identified</i>	<i>Presentation to include Impact of COVID on Young People and evidence for the Children and Young People's Mental Health Scrutiny Inquiry. Invite T&F members of Education & CSC OSC.</i>
<i>Infant Mortality – Tracking Report</i>	<i>Tracking Recommendations</i>	<i>To track progress against implementation of recommendations.</i>	<i>Dr Marion Gibbon</i>	<i>N/A</i>	<i>None identified</i>	
<i>Q1 Adult Social Care Performance Monitoring</i>	<i>Agenda item</i>	<i>Report on red rated performance indicators; 5 performance indicators chosen by HOSC for in-depth examination and the complete set of Adult Social Care performance indicators.</i>	<i>Maria Gavin John Williams Merryn Tate</i>	<i>N/A</i>	<i>None identified</i>	.
<i>Children and Young People's Mental Health Inquiry</i>	<i>Agenda item</i>	<i>Terms of Reference</i>	<i>Fiona Bottrill</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline: Thursday 6th October 2022Publication: Monday 10th October 2022

Date of Meeting: Tuesday 22nd November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Birmingham Substance Misuse Recovery System (CGL)</i>	<i>Agenda item</i>	<i>Annual report on performance against public health contract.</i>	<i>Karl Beese</i>	<i>N/A</i>	<i>None identified</i>	
<i>ICS Master Plan</i>	<i>Agenda item</i>	<i>Report setting out the plan for health and care services for Birmingham and Solihull</i>	<i>David Melbourne, Designate Chief Executive, ICS</i>	<i>N/A</i>	<i>None identified</i>	<i>Dr Justin Varney to confirm that the report will be available for this meeting.</i>

Final Deadline: Thursday 10th November 2022

Publication: Monday 14th November 2022

Date of Meeting: Tuesday 20th December 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Birmingham Safeguarding Adults Board Annual Report</i>	<i>Agenda item</i>	<i>Reporting on outcomes against priorities in the previous year.</i>	<i>Asif Manzoor</i>	<i>N/A</i>	<i>None identified</i>	
<i>Birmingham and Lewisham African Health Inequalities Review (BLACHIR)</i>	<i>Agenda item</i>	<i>Reporting on progress against actions in the report</i>	<i>Dr Justin Varney; Marcia Wynter; Ceri Saunders</i>	<i>N/A</i>	<i>None identified</i>	<i>Councillor John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities Councillor Mariam Khan, Cabinet Member for Health and Social Care. Report to include lessons learnt from COVID deaths.</i>
<i>Q2 Adult Social Care Performance Monitoring</i>	<i>Agenda item</i>	<i>Report on red rated performance indicators; 5 performance indicators chosen by HOSC for in-depth examination and the complete set of Adult Social Care performance indicators.</i>	<i>Maria Gavin</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline: Thursday 8th December 2022

Publication: Monday 12th December 2022

Date of Meeting: Tuesday 24th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Day Opportunities Co-Production Review</i>	<i>Agenda item</i>	<i>Findings of the independent co-produced review of day opportunity services.</i>	<i>John Williams / Saba Rai / John Freeman</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline: Thursday 12th January 2023

Publication: Monday 16th January 2023

Date of Meeting: Tuesday 21st February 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Birmingham Sexual Health Services – Umbrella (UHB)</i>	<i>Agenda item</i>	<i>Annual report on performance against public health contract.</i>	<i>Karl Beese</i>	<i>N/A</i>	<i>None identified</i>	
<i>Immunisation</i>	<i>Agenda item</i>	<i>Report to set out the challenges with the take up of immunisations.</i>	<i>Mary Orhewere</i>	<i>N/A</i>	<i>None identified</i>	<i>Report to be presented as a scoping paper for a possible future inquiry based on previous scoping paper for Infant Mortality.</i>

Final Deadline: Thursday 9th February 2023

Publication: Monday 13th February 2023

Date of Meeting: Tuesday 14th March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Cabinet Member Update Report</i>	<i>Agenda item</i>	<i>Cabinet Member to report progress against portfolio priorities</i>	<i>Ceri Saunders</i>	<i>N/A</i>	<i>None identified</i>	<i>Councillor Mariam Khan, Cabinet Member for Health and Social Care.</i>
<i>Q3 Adult Social Care Performance Monitoring</i>	<i>Agenda item</i>	<i>Report on red rated performance indicators; 5 performance indicators chosen by HOSC for in-depth examination and the complete set of Adult Social Care performance indicators.</i>	<i>Maria Gavin</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline: Thursday 2nd March 2023

Publication: Monday 6th March 2023

Date of Meeting: Tuesday 18th April 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Thursday 6th April 2023

Publication: Monday 10th April 2023

INFORMAL BRIEFINGS (TO BE ARRANGED)
<i>ICS - new structure, plans moving forward and neighbourhood working. (Carol Herity, Associate Director of Partnership, NHS BSol ICS).</i>
<i>Engaging with third sector providers of Adult Social Care (Louise Collett)</i>
<i>City Observatory Data (Richard Brooks)</i>

TO BE SCHEDULED:

1. Public Health Horizon Scanning / JSNA
2. Primary Care Networks
3. Access to GPs
4. Mental Health and Wellbeing Post-COVID
5. Joint inquiry with Education and Children's Social Care O&S Committee: Children and Young People's Mental Health
6. Dementia Strategy and Action Plan.
7. Visit to UHB NHS Foundation Trust Hospital sites.

BIRMINGHAM/SANDWELL JOINT HEALTH SCRUTINY COMMITTEE**Date of Meeting:** TBC**Venue:** Sandwell

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Transition of West Birmingham</i>	<i>Agenda item</i>	<i>To report on the transition of West Birmingham into the Birmingham/Solihull ICS footprint.</i>	<i>Pip Mayo, CCG Managing Director for West Birmingham; Phil Lydon, Programme Manager, Engagement Black Country & West Birmingham CCG</i>	<i>N/A</i>	<i>None identified</i>	

TO BE SCHEDULED:-

1. Day Surgery Update
2. Acute Care Model

Final Deadline:**Publication:****Visit:** Midland Metropolitan University Hospital

BIRMINGHAM/SOLIHULL JOINT HEALTH SCRUTINY COMMITTEE**Date of Meeting:** 13th October – 1800-2000 hrs – Solihull Civic Suite**Venue:** Solihull

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>Birmingham and Solihull Strategic Vision for Autism</i>	<i>Agenda item</i>		<i>TBC</i>	<i>N/A</i>	<i>None identified</i>	
<i>Birmingham and Solihull ICS Financial Planning Update</i>	<i>Agenda item</i>	<i>To report on the financial plan for the ICS.</i>	<i>Paul Athey, ICS Finance Lead</i>	<i>N/A</i>	<i>None identified</i>	
<i>UHB Restoration and Recovery of Services Update and Preparation for Winter Pressures</i>	<i>Agenda item</i>	<i>To report on the current status of services and waiting lists.</i>	<i>Jonathan Brotherton, Chief Operating Officer, UHB</i>	<i>N/A</i>	<i>None identified</i>	

Final Deadline:**Publication:** 5th October 2022

TO BE SCHEDULED

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
<i>ICS Joint Forward Plan</i>	<i>Agenda item</i>	<i>Report on health planning for the system including commissioning intentions.</i>	<i>Carol Herity to confirm Lead Officer</i>	<i>N/A</i>	<i>None identified</i>	
<i>ICS Quality Assurance Update</i>	<i>Agenda item</i>	<i>Update on Quality Assurance to every JHOSC</i>	<i>Carol Herity to confirm Lead Officer</i>	<i>N/A</i>	<i>None identified</i>	
<i>Remodelling of the Primary Care Service</i>	<i>Agenda item</i>	<i>Update report on the current position regarding Primary Care</i>	<i>Paul Sherriff, Executive Director at NHS Birmingham and Solihull ICB.</i>	<i>NA</i>	<i>None identified</i>	<i>Report to include information on commissioned primary care services.</i>
<i>Update on Post-COVID Syndrome ('Long COVID') Rehabilitation</i>	<i>Agenda item</i>	<i>Update on previous report presented to JHOSC on 29th September 2021</i>	<i>Ben Richards, Chief Operating Officer, Birmingham Community Healthcare NHS Foundation Trust</i>	<i>N/A</i>	<i>None identified</i>	<i>Report to include Long COVID implications on health and long-term employment.</i>
<i>Phase 2, Musculoskeletal Redesign Programme</i>	<i>Agenda item</i>	<i>To report on the current status of the programme</i>	<i>Marie Peplow, Chief Operating Officer, The ROH</i>	<i>N/A</i>	<i>None identified</i>	

RESOURCES OVERVIEW AND SCRUTINY COMMITTEE 2022-23 WORK PROGRAMME

Date of Meeting: Thursday 28th July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Financial Monitoring Q1 2022/23	Monitoring Report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the Cabinet report (considered on 26 July) on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 19th July 2022Publication: Wednesday 20th July 2022

Date of Meeting: Thursday 8th September 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cabinet Member for Finance and Resources	Update report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Jon Lawton, Cabinet Support Officer	Councillor Yvonne Mosquito, Cabinet Member for Finance and Resources	None Required	
Financial Monitoring 2022/23	Monitoring Report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Long Term Debt Strategy	Update report	To inform members of the Council's strategy to deal with long term debt	Rebecca Hellard, Director of Council Management	Mohammed Sajid, Interim Head of Financial Strategy	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 30th August 2022

Publication: Wednesday 31st August 2022

Date of Meeting: Thursday 6th October 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring Report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Implementation of Oracle	Update Report	To inform members of the implementation of the Oracle system	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management James Couper, ERP Programme Director	None Required	
Progress Report on Implementation: Procurement Governance Arrangements	Tracking Report	To monitor progress on delivery of the recommendations	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 27th September 2022

Publication: Wednesday 28th September 2022

Date of Meeting: Thursday 17th November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Progress Report on Implementation: Council-owned Assets	Tracking Report	To monitor progress on delivery of the recommendations	Rebecca Grant, Cabinet Support Officer	Councillor Ian Ward, Leader Kathryn James, Assistant Director, Inclusive Growth	None Required	
Cabinet Member for Social Justice, Community Safety and Equalities	Update Report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Marcia Wynter, Cabinet Support Officer	Councillor John Cotton, Cabinet Member for Social Justice, Community Safety and Equalities	None Required	
Financial Monitoring 2022/23	Monitoring report	Scrutiny of current financial situation	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 8th November 2022

Publication: Wednesday 9th November 2022

Date of Meeting: Thursday 22nd December 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 13th December 2022

Publication: Wednesday 14th December 2022

Date of Meeting: Thursday 19th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Budget Scrutiny	Consultation	Scrutiny to respond to Budget Consultation	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 10th January 2022

Publication: Wednesday 11th January 2022

Date of Meeting: Thursday 2nd March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 21st February 2022

Publication: Wednesday 22nd February 2022

Date of Meeting: Thursday 30th March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring Report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 21st March 2022

Publication: Wednesday 22nd March 2022

Date of Meeting: Thursday 27th April 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Financial Monitoring 2022/23	Monitoring Report	Scrutiny of current financial position	Rebecca Hellard, Director of Council Management	Rebecca Hellard, Director of Council Management Sara Pitt, Director of Finance	None Required	
Planned Procurement Activities Report	Standing Item	To note the latest Cabinet report on planned procurement activity.	Steve Sandercock, Assistant Director, Procurement	Steve Sandercock, Assistant Director, Procurement	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None		

Final Deadline: Tuesday 18th April 2022

Publication: Wednesday 19th April 2022

TO BE SCHEDULED:

Items suggested for the work programme:

- Impact of Universal Credit roll out on the Council and understanding of residents' housing costs / needs and implications for the cost of living crisis.
- 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.
- Management of the Council's budget deficit
- Delivering Best in Class Services in Finance, Resources and HR: What are current base lines and how will progress be measured? Examples of other Best in Class services / organisations in relation to finance, resources and human resources.
- Implementation of Digital Strategy
- Outcome of the CIPFA Budget Sufficiency Review of Education and Skills Directorate (now the Children and Families Directorate)
- Use of consultants

SUSTAINABILITY AND TRANSPORT OVERVIEW AND SCRUTINY COMMITTEE 2022-23 WORK PROGRAMME

Date of Meeting: 27th July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Cabinet Member Portfolio Overview	Update Report	Provide a summary of Cabinet Member priorities for 2022-23, and identifying opportunities for O&S to add value	Rose Horsfall, Cabinet Support Officer	Cabinet Member for Transport	None Required	
Places for People in Birmingham	Update Report	Report outlining journey to date including feedback and how impact is being measured	Phil Edwards, Assistant Director for Transport and Connectivity	Mel Jones, Head of Transport Plan and Network Strategy	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23 Further discussion with a particular focus on refining aims and objectives, and identify any additional topics to consider	Amelia Murray, Overview and Scrutiny Manager	None	None Required	

Final Deadline: Tuesday 18th July 2022

Publication: Wednesday 19th July 2022

Date of Meeting: Wednesday 21st September 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Clean Air Zone	Update Report	Report providing overview of scheme to date, information on payment scheme and activities the revenue from the scheme is supporting	Phil Edwards, Assistant Director for Transport and Connectivity	Steve Arnold, Head of Clean Air Zone	None Required	

Final Deadline: Monday 12th September 2022

Publication: Tuesday 13th September 2022

Date of Meeting: Wednesday 19th October 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Cabinet Member Portfolio Overview	Update Report	Provide a summary of Cabinet Member priorities for 2022-23 and identifying opportunities for O&S to add value. This will include an update on the Waste Disposal Incinerator Procurement.	Jon Lawton, Cabinet Support Officer	Cabinet Member for Environment, Cllr Majid Mahmood Rob James, Managing Director City Operations Darren Share, Assistant Director, Street Scene		Specifically, in relation to the Waste Disposal Incinerator Procurement, the scope of this update may be limited due to commercial sensitivity.

Final Deadline: Monday 10th October 2022

Publication: Tuesday 11th October 2022

Date of Meeting: Wednesday 16th November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 7th November 2022

Publication: Tuesday 8th November 2022

Date of Meeting: Wednesday 21st December 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 12th December 2022

Publication: Tuesday 13th December 2022

Date of Meeting: Wednesday 18th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 9th January 2023

Publication: Tuesday 10th January 2023

Date of Meeting: Wednesday 15th February 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 6th February 2023

Publication: Tuesday 7th February 2023

Date of Meeting: Wednesday 15th March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 6th March 2023

Publication: Tuesday 7th March 2023

Date of Meeting: Wednesday 19th April 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
TBC						

Final Deadline: Monday 10th April 2023

Publication: Tuesday 11th April 2023

TO BE SCHEDULED:

The following items had been identified as topics for consideration to be included in the work programme and no dates have yet been set. The work programme is a live document, and additional items may be identified in future Overview and Scrutiny Committee meetings.

1. **Re-procurement of Highways PFI Contract.** This will also enable Members to understand the existing policies to repair and prevent potholes, and repair and maintain pavements.
2. **Parking Civil Enforcement Procurement.**
3. **Streetworks Permit Scheme**
4. **Active Travel including cycling and Safer Travel to Schools**
5. **City of Nature**
6. **Development of a new Road Strategy**
7. **Environmental, Public Open Space and Transport Issues within City Council Masterplans (i.e Smithfield) and Urban Regeneration Frameworks**

ECONOMY & SKILLS OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022-23

Meeting Date: 13th July 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
East Birmingham Inclusive Growth Strategy	Agenda Item	To keep up to date with the ongoing work in the area and identify further issues for scrutiny	Mark Gamble	Mark Gamble	None Required	The committee has regularly received 6 monthly updates since the approval for implementation.
Our Future City Plan: Shaping Our City Together	Agenda Item	To be appraised on the detail of plans and take part in future consultation and engagement and identify further issues for scrutiny	Simon Delahunty-Forrest	TBC	None Required	To link in with the work on East Birmingham and as outlined in June meeting and for members to have the opportunity to take part in proposed consultation and engagement activity related to the 'Central Renewal Area Plans' as raised during the discussion in June.
Work Programme Development	Decision	Approve work programme for 2022-23 Consider scope of Inquiry if agreed at Co-ordinating OSC on 8 July	Fiona Bottrill, Scrutiny Manager	None	None Required	

Final Deadline: Monday 4th July 2022Publication: Tuesday 5th July 2022

Meeting Date: 14th September 2022 (Meeting not held – Items to be considered at meeting 12.10.22)

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Leader	Agenda Item	Leader to set out priorities for the administration and key deliverables for 2022/23 with a focus on inward investment, development and major projects within the remit of the city.	Rebecca Grant, Cabinet Support Officer	Cllr Ian Ward	None Required	Item deferred to October meeting.
Inquiry on Employment & Skills – Discussion on Terms of Reference and Key Lines of Enquiry	Agenda Item	Following agreement at the Co-ordinating OSC on 8th July the committee will have the opportunity to discuss the Terms of Reference and Key Lines of Enquiry in preparation for future gathering sessions.	Fiona Bottrill, Scrutiny Manager	None	None Required	Item deferred to October meeting.

Final Deadline: Monday 5th September 2022

Publication: Tuesday 6th September 2022

Meeting Date: 12th October 2022 (Agenda Items re-scheduled from 14th September meeting)

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Leader	Agenda Item	Leader to set out priorities for the administration and key deliverables for 2022/23 with a focus on inward investment, development and major projects within the remit of the city.	Rebecca Grant, Cabinet Support Officer	Cllr Ian Ward Paul Kitson Rebecca Farr	None Required	
Inquiry on Employment & Skills – Discussion on Terms of Reference and Key Lines of Enquiry	Agenda Item	Following agreement at the Co-ordinating OSC on 8th July the committee will have the opportunity to discuss the Terms of Reference and Key Lines of Enquiry in preparation for future gathering sessions.	Fiona Bottrill, Scrutiny Manager	None	None Required	

Final Deadline: Monday 3rd October 2022

Publication: Tuesday 4th October 2022

Meeting Date: 9th November 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Deputy Leader (TBC) Cabinet Member for Children, Young People & Families (TBC)	Agenda Item	Cabinet Portfolio priorities/responsibility in relation to employment & skills including apprenticeships Update on implementation of the recommendations from Breaking the Barriers report. Adult skills levels. Identify how apprenticeship opportunities can be made more accessible to encourage local people to take up including for those with SEND.	Mary Crofton, Cabinet Support Officer	Deputy Leader, Cllr Brigid Jones, Promotion of the city and Inward Investment Council's lead on Levelling-Up, Devolution and WMCA Employment & Skills Employment Opportunities Cllr Karen McCarthy Youth Engagement and Youth Service Skills and Entrepreneurship in Schools	None Required	Note cross-over with E&CS O&S around work with young people in schools on skills and those with SEN
Skills Funding (TBC)	Agenda Item	To understand the current and future skills finding and identify any issues / risks	Tara Verrell	TBC	TBC	This item will inform the Skills Inquiry if this is approved by Co-ordinating OSC in July.

Employment & Skills Inquiry – Evidence Gathering session (TBC)	TBC	TBC	TBC	TBC	TBC	Opportunity to invite young people, trainers, employers, colleges involved in this area if Inquiry agreed.
--	-----	-----	-----	-----	-----	--

Final Deadline: Monday 31st October 2022

Publication: Tuesday 1st November 2022

Meeting Date: 7th December 2022

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Employment & Skills Inquiry – Evidence Gathering session (TBC)	TBC					

Final Deadline: Monday 28th November 2022

Publication: Tuesday 29th November 2022

Meeting Date: 11th January 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
TBC	Agenda Item				None Required	

Final Deadline: Monday 2nd January 2023

Publication: Tuesday 3rd January 2023

Meeting Date: 8th February 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
East Birmingham Inclusive Growth Strategy (TBC)	Agenda Item	To keep up to date with the ongoing work in the area and identify further issues for scrutiny	Mark Gamble	Mark Gamble	None Required	The committee has regularly received 6 monthly updates since the approval for implementation.
Our Future City Plan: Shaping Our City Together	Agenda Item	To be appraised on ongoing plan and take part in future consultation and engagement and identify further issues for scrutiny	Simon Delahunty-Forrest	TBC	None Required	A further update was requested following the original item presented to committee in July. This work also complements the EBICGS. Members also have the opportunity to keep up to date on proposed consultation and engagement.

Final Deadline: Monday 30th January 2023

Publication: Tuesday 31st January 2023

Meeting Date: 8th March 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
TBC						

Final Deadline: Monday 27th February 2023

Publication: Tuesday 28th February 2023

Meeting Date: 26th April 2023

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
TBC						

Final Deadline: Monday 17th April 2023

Publication: Tuesday 18th April 2023

To be scheduled:

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
Invitation to Cabinet Members	Agenda Item	To outline priorities, key areas of work and to take part in areas of discussion linked to their respective portfolio	Respective CM and CSO			4 cabinet members: Leader, Deputy Leader, CM for Children Young People and Families and CM for Digital, Culture, Heritage and Tourism.
Night-time economy & impact on city	Agenda Item	Opportunity to understand the differing needs of local centres around the city.	TBC			With reference to local areas and high streets post pandemic.
The role of universities in the city	Agenda Item	To understand the economic input and output of the city's 5 universities in respect of capital investment (infrastructure), as employers, attracting people to the city for study and work.	TBC			Retention of graduates has historically been identified as quite low. Has this changed? What is being done to retain more young people who come to study in the city to start their career and make it their home. Are more people coming here for work for example relocating from other big cities such as London, Manchester (are there any statistics that support more people coming to the city, possible data on house prices and purchasing?). Link to Housing & Neighbourhoods O&S?

Appendix 2

Engagement with Council for SMEs	Agenda Item	To understand how SME's can improve access to council procurement activity and identify barriers and opportunities for improvement.				Noted that Resources O&S has recently completed a report due to Council covering procurement
Legacy of the Commonwealth Games in relation to Jobs & Skills	TBC	The Co-Ordinating O&S Committee agreed that work around the legacy of the Commonwealth Games will be led by the Commonwealth Games, Culture & Physical Activity O&S Committee and this Committee should be invited to a future meeting focussing on jobs and skills.	CWG O&S Committee			Scrutiny officers to liaise to ensure that members of this committee are invited to the relevant future meeting.

