

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

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 01 MARCH 2017 AT 10:30 HOURS
IN COMMITTEE ROOM 2, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

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

2 APOLOGIES

To receive any apologies.

3 - 8

3 CORPORATE RESOURCES & GOVERNANCE -ACTION NOTES JANUARY 2016

To confirm the action notes from the meeting held in 04 January 17

9 - 26

4 WORKFORCE UPDATE

Deputy Leader, Cllr Ian Ward to present an update on Workforce Issues

27 - 30

5 COUNCIL TAX UPDATE

To provide committee with an update on the Revenue Service

31 - 36

6 CITIZEN ENGAGEMENT TRACKING REPORT

This report seeks to update on progress against the recommendations

7 **CUSTOMER SATISFACTION**

To provide an update to the committee on customer satisfaction

8 **CENTENARY SQUARE**

Update on progress

9 **WORK PROGRAMME-MARCH 2017**

To note the work programme.

To discuss the Terms of Reference for the Parish Council Overview

10 **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).

11 **OTHER URGENT BUSINESS**

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

12 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES AND GOVERNANCE O&S

COMMITTEE – PUBLIC MEETING

1030 hours on 4th January 2017, Committee Room 2 – Action Notes

Present:

Councillor Mohammed Aikhlaq (Chair)

Councillors Muhammad Afzal, Randal Brew, Changese Khan, Chaman Lal, , Yvonne Mosquito, Rob Pocock, Hendrina Quinnen and Sybil Spence

Also Present:

Councillor John Clancy, Leader of the Council

Councillors Marge Bridle, Tony Kennedy, Narinder Kooner, Assistant Leaders

Councillor Ian Ward, Deputy Leader

Geoff Coleman, Chief of Staff

Jon Warlow, Strategic Director, Finance & Legal

Iram Choudry, Research & Policy Officer, Scrutiny Office

Emma Williamson, Head of Scrutiny Services

1. NOTICE OF RECORDING/WEBCAST

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2. APOLOGIES

Apologies were received from Cllrs Ray Hassall, Ewan Mackey.

The Committee recorded their congratulations to the Chair on receiving an MBE in the New Year Honours' List.

3. CORPORATE RESOURCES & GOVERNANCE: ACTION NOTES 02 NOVEMBER AND 05 DECEMBER 2016

(See document No 1)

RESOLVED:-

To note the action notes

4. LEADER – UPDATE ON PRIORITIES

(See document No 2)

In his opening remarks, the Leader noted the four key priorities for the year ahead and the importance of the City Council being involved in creating inclusive economic growth in the city. He also noted the Improvement Panel's comments on Assistant Leaders, and the progress on the Combined Authority.

In response to questions, the Leader said:

- With regards to inclusive economic growth, it is important that people feel they are contributing to and benefiting from growth, but there are those who are willing to contribute but are held back by lack of skills, so skills and training are key;
- It is important that the city sees itself as a series of places, not just the city centre, and that all areas of the city can contribute;
- The Assistant Leader team have worked together quickly, efficiently and with vigour; what pleased him most is that they hit the ground running and are challenging all parts of the organisation, including the leader and the Chief Executive. In terms of individual responsibilities, that is not appropriate at this stage and will evolve;
- The Government's decision to give the go ahead to the Birmingham Development Plan potentially faces a judicial review, but this would be of the Secretary of State's decision;
- The establishment of parish and town councils is one way in which local areas can take more local control but it is very much up to local areas to decide on a model that would work for them
- The agreement with the Chinese property development company, Country Garden, is a statement of investment intent and there will be something more specific coming forward very soon. Cllr Brew asked for a copy of the agreement to be shared with the opposition.
- In response to a question about the report on the budget being too short and not addressing why savings were not delivered this year, the Leader responded that the submission to the Improvement Panel was full and "warts and all". The independent finance review was jointly commissioned by the council and the Birmingham Independent Improvement panel, and has to be published jointly. This

year's budget will have been reviewed by the finance review, as well as have plans for deliverability;

- Bereavement Services: The leader agreed that better co-ordination was needed but things were moving in the right direction. A member briefing was in the process of being organised.
- Concerns were raised about the cost of burials and timescales for the release of bodies. The leader was happy to follow this up on behalf of the committee.
- Concerns were also raised about the health and wellbeing of staff within the organisation

5. ASSISTANT LEADERS

(See document No 3)

The Assistant Leaders' introduced the four measures of success and stated that there will be an 18 month road map with a manifesto for action, which will be published in March. The District Committee system has not worked, so the Assistant Leaders are looking at what should happen at the local level.

CLlr Bridle outlined the proposals for neighbourhood co-ordinators; for a co-production session for elected councillors (in January) to thrash out the thorny issues; and for a session on community councils and community development trusts to showcase where this is already working.

In response to questions, the following points were made:

- In terms of responsibilities, the 71 wards have been divided between the Assistant Leaders but they are not grouped geographically; in addition each has a lead on a council priority. They will meet with opposition leaders to move to appropriate clusters of wards.
- A city wide approach is needed, not based on priority areas;
- There is some resistance to devolution, and there are obstructions. They have spoken to the Leader and Chief Executive to get support, but also need all members to participate – as in the co-production session – to take this forward step by step.
- The Place Managers have not worked, some are very good, but we are determined to get the right skills and right approach for Neighbourhood co-ordinators; it is about re-purposing roles not new money but re-organising how we use our people so should be cost neutral.
- A pack for members will be put together to outline the resources in each areas; it is currently being piloted.
- One of the problems in the past has been the lack of a political driver and that is now in place

6. DEPUTY LEADER – BUDGET CONSULTATION, GRANT SETTLEMENT AND BUDGET MONITORING

(See documents No 4, 5, 6 and 7)

The Deputy Leader opened by saying that the controllable budget is £835m and a total of £78m of savings are required; £51m are new savings which are out to consultation at the moment.

The objective to deliver a sustainable budget; 2017/18 is a transition year, so use is made of reserves.

The consultation is on-going but so far only 607 responses have been received on the website, which is disappointing. Most interest is in services for older and disabled people, children, mental health, parks and families.

The Deputy Leader also stated that he has strengthened governance to oversee savings and established a Budget Big Ticket Board to look at main savings.

In response to questions, the Deputy Leader and Jon Warlow, Strategic Director, made the following points:

- A lot of work has gone on to ensure the proposals are robust and deliverable, hence the big ticket board. What went wrong this year was that savings in relation to joint savings with the NHS did not materialise, primarily cos of financial in the health service.
- The budget “star chamber” will continue, and there will be accountability in directorates for delivering the numbers.
- Since 2012, apart from 2016/17, the administration has a very good track record on delivering a balanced budget.
- There has been an independent financial review, over the last working month, which is approaching completion.
- Consultation has to be genuine and the Deputy Leader said there may well be changes to the budget as a result of the current consultation.
- The annual exercise of consultation ought to be more continuous over the year, the low response rate so far shows it has not been very engaging. There is one public meeting, and will be one more in January. This committee could have a look at consultation in the future.
- The finance review panel have conducted a number of interviews and have given some verbal feedback to officers and cabinet members, and the final report will be published. It is not on the agenda for Tuesday’s council; it is for Council Business Management committee to consider if it goes to the next meeting.
- There will be Senior Responsible Officers for each big ticket item.

On the local government finance settlement, this was announced on the 15th December and included the provision for the additional adult care precept. This may not continue beyond 2018/19. There is an overall increase of £3.4m for the council,

but as £3.1m is from the increase in council tax for adult social care, it will be spent in this area and will not cover the increased cost (including additional demand and living wage increases).

The Annual Audit letter is included in the papers, and the council is recommended to accept the recommendation at the City Council meeting next week.

The changes to the schools formula will have a negative effect on the majority of schools in Birmingham.

Human resources are another large part of the Deputy Leader's portfolio and the workforce has reduced by over a third.

The Deputy Leader offered to meet with the chair of the committee to discuss how budgets and HR issues might be considered by the committee in the future.

Any further comments on the budget could be submitted to the Deputy Leader in writing.

7. WORK PROGRAMME

It was confirmed that the next session would focus on bereavement services and related matters.

Cllr Mosquito stated that she had evidence of bullying in the council and the committee should consider that.

It was agreed that a session focused on HR, including bullying, staff morale, sickness, how we recognise good performance, should be arranged.

RESOLVED:-

To note the work programme and that the above items be added.

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

None

9. OTHER URGENT BUSINESS

None

10. AUTHORITY TO CHAIRMAN AND OFFICERS

Agreed

The meeting finished at 1300 hours.

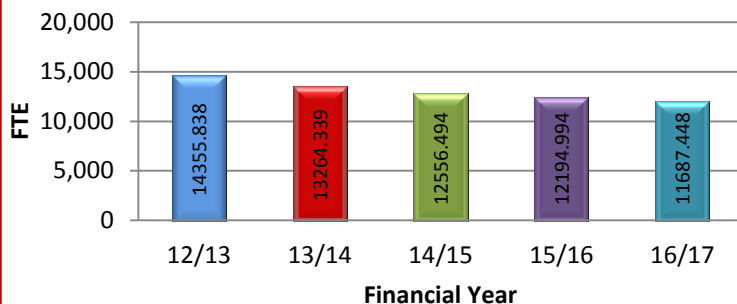
WORKFORCE UPDATE

Overview and Scrutiny Committee

Councillor Ian Ward
March 2017

- ❑ Overview of our workforce : numbers, turnover, diversity
- ❑ Managing our workforce resources and expenditure
- ❑ Employee wellbeing and attendance
- ❑ Employee relations processes
- ❑ Workforce changes
- ❑ Creating the council of the future

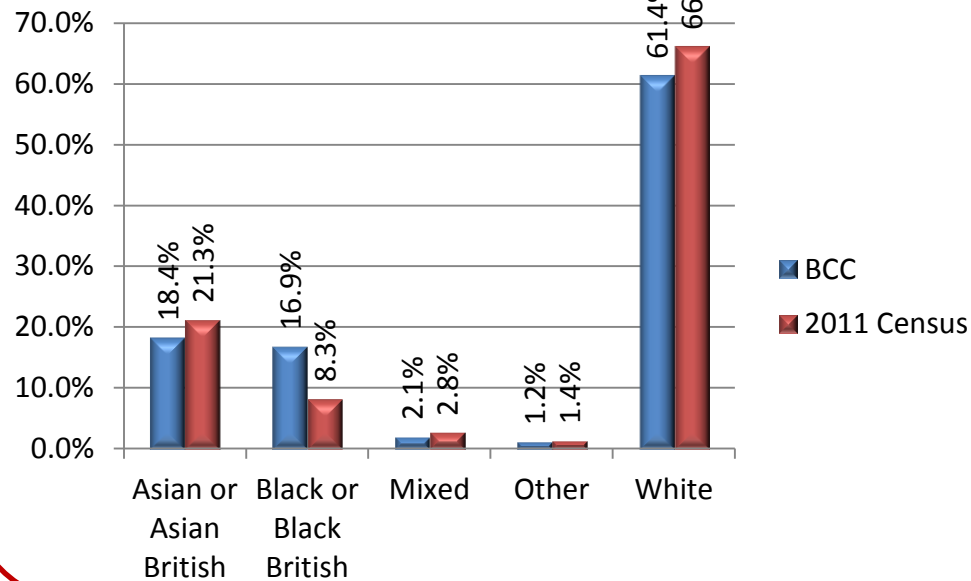
BCC FTE for the financial year to date



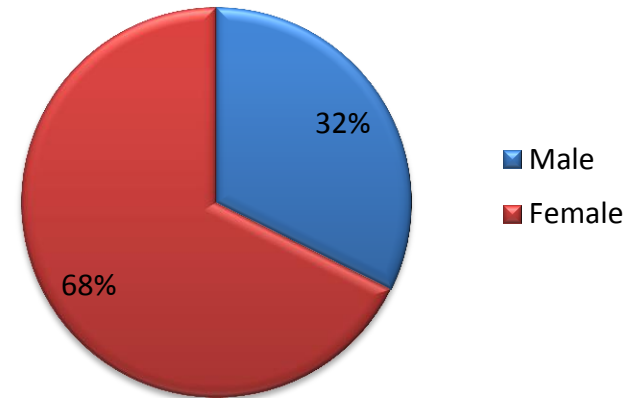
Reason For Leaving	Dec-16	YTD	Rolling 12 Months
Voluntary Redundancy	16	252	324
Compulsory Redundancy	4	44	110
TUPE	16	142	142
Retirement	36	318	450
Resignation	90	1,046	1,422
Dismissal - Capability	0	20	28
Dismissal - Attendance	4	86	110
Other Dismissals	8	70	96
End of Contract	28	106	150
Death In Service	4	18	26
Leavers Totals	206	2,102	2,858

- Workforce has reduced by 40% since 2010
- Majority of leavers have been resignations over last 12 months and this has been a year on year trend- typical turnover for the Public Sector – predominant leavers are those on frontline former manual roles such as cooks, cleaners
- Very low numbers of compulsory redundancies (circa 4%) – mitigation package has been successful in reducing the proportion

BCC Ethnicity

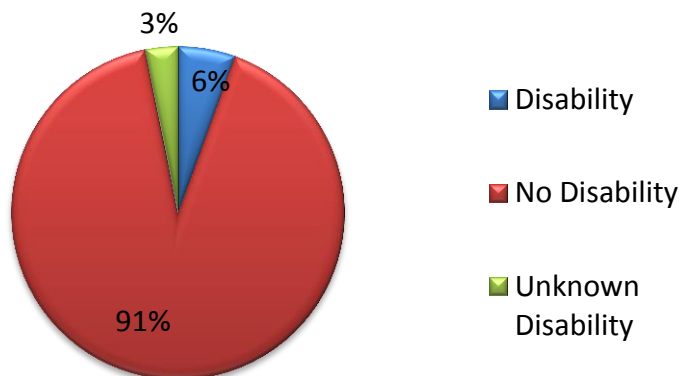


BCC Gender

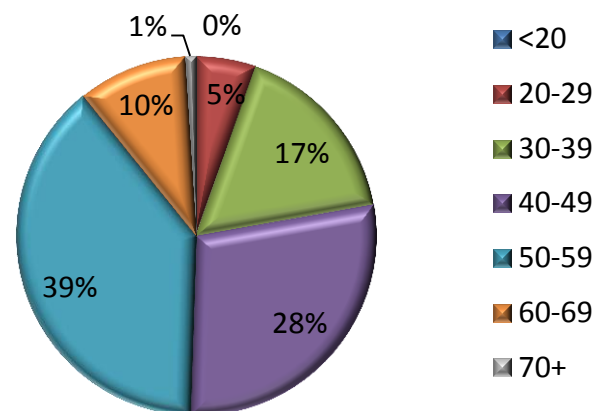


- The Council is broadly reflective of the communities it serves- the City has a young Asian/Asian British population whilst the Council continues to employ only a small percentage of under 30s (under 6%)
- 1,344 (33%) of the 4,100 employees with unknown ethnicity have casual or sessional contracts. HR is conducting a targeted programme to improve declaration rates in the 6 service areas who collectively contribute 50%
- The Council has retained its shape in respect of gender over the last 10 years with broadly 2/3rds of the workforce identified as female

BCC Disability

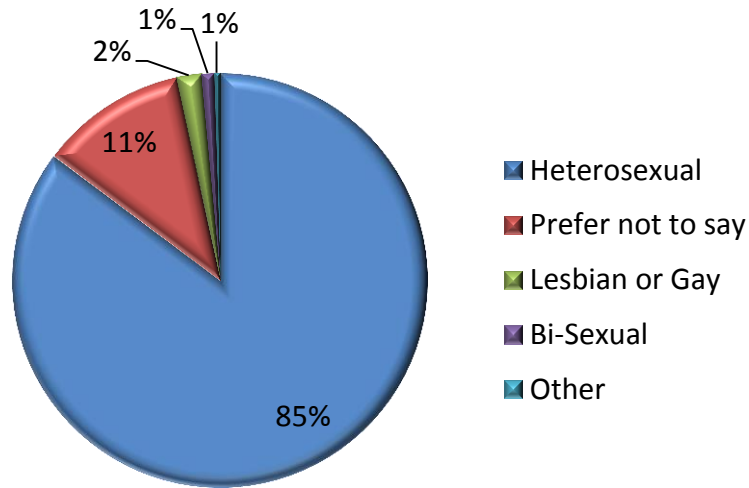


BCC Age

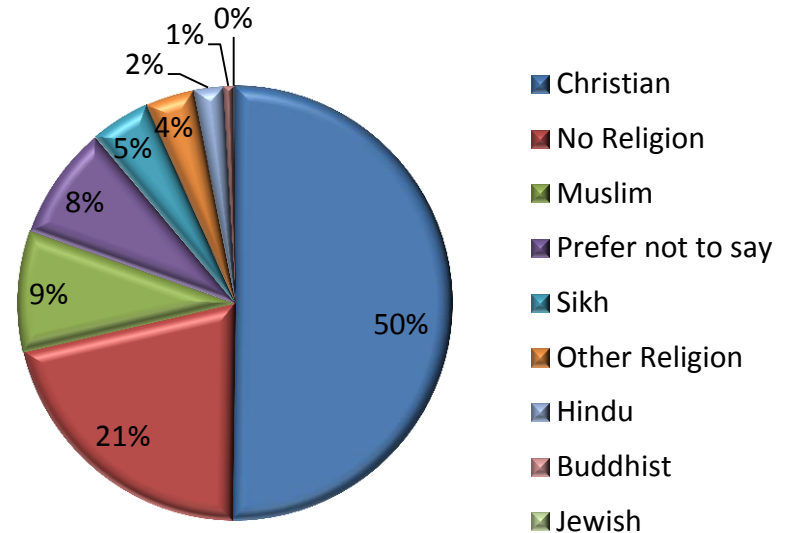


- BCC disability declaration rates have been increasing in recent months, nearly reflecting the 7.4% rate seen amongst “Bham residents aged 16-64 in employment” in the 2011 census
- Less than 6% of our workforce is under 30. The Council has adopted an apprenticeship strategy with an ambition to secure 1% of our workforce as apprentices with 80% securing employment following completion of their apprenticeship. Additionally we have re-entered into NGDP this year to secure top quality graduate placements and are running pre-apprenticeship initiatives such as work experience and traineeships

BCC Sexual Orientation



BCC Religion and Belief



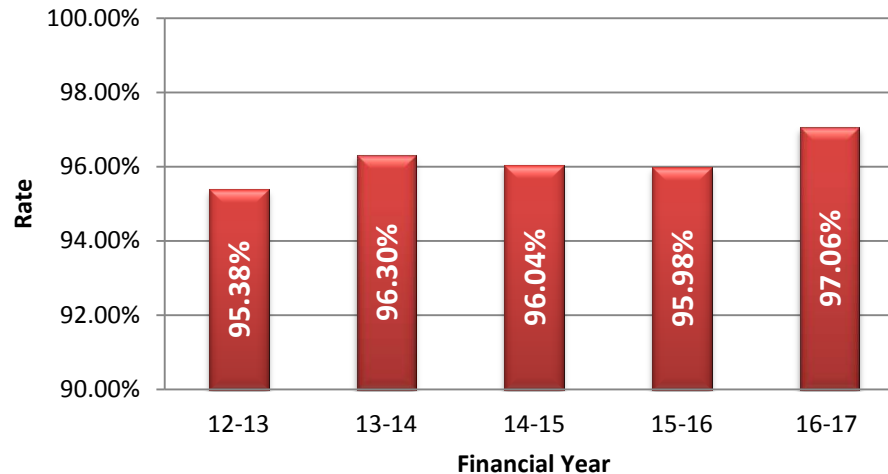
- The charts illustrate the picture in relation to :-
 - the 37.4% of BCC employees who have declared their sexual orientation, and
 - the 38.8% of BCC employees who have declared their religion and belief
- The Council is continuing to encourage employees to record their sexual orientation and religious belief to enable a more detailed analysis of any impacts of policy decisions made

Type	Description	Expenditure
Consultant	<p>A Consultant is an experienced professional who provides expert knowledge for a fee. A consultant works in an advisory capacity.</p> <p>Exit strategies have been confirmed for all consultants approaching 12 months</p>	<p>Expenditure from 1st April to 31st December 2016 is £3,270,162</p>
Interim	<p>An interim is someone at a senior level (usually GR7 and above) who is carrying out a role within the service area's structure.</p> <p>Exit strategies have been confirmed for all interims approaching 12 months</p>	<p>Expenditure from 1st April to 31st December 2016 is £882,835.</p>

On 6th April 2017, IR35 “off payroll working” will be coming into effect in relation to workers operating through intermediaries in the Public Sector in order to make the correct PAYE and National Insurance contributions. The council is introducing a robust framework to manage these cohorts of workers and ensure compliance with the requirements

Type	Description	Expenditure
Agency Worker	<p>An agency worker is an individual typically supplied by an employment agency to work under the client's (BCC) direction on a short term basis to fill a funded permanent role on the organisational assignment or to meet short term service demand where there is budget provision to do so.</p> <p>The average monthly spend on agency workers has reduced by 10% over the last quarter compared to the first 6 months of 16-17 following the implementation of a revised management approach.</p>	Expenditure from 1 st April – 31 st December 2016 is £33,774,307
Overtime	<p>Only used in exceptional circumstances. A tolerance level per employee of 37 hours overtime in a 12 month rolling period is in place.</p> <p>Where exceptional circumstances arise and the tolerance level will be exceeded business cases are submitted for consideration via Corporate Governance Group.</p>	Expenditure from 1 st April – 31 st December 2016 is £1.5m

Attendance Rate - Financial year to date

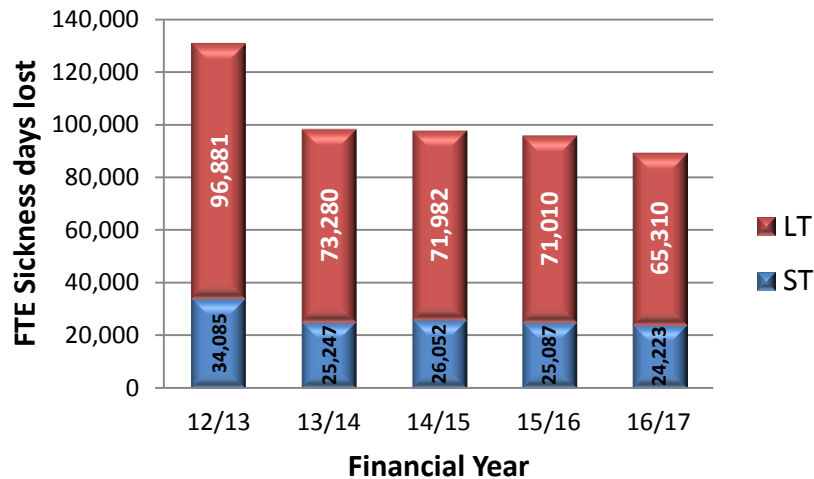


Top 5 sickness reasons for working days lost

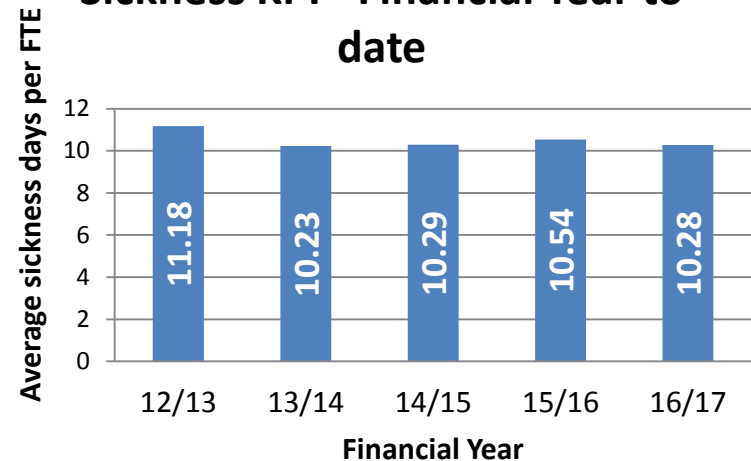
Anxiety/Stress/Depression	21.42%
Other Musculoskeletal	9.79%
Injury / Fracture	9.35%
Cold, Cough, Flu	8.49%
Gastrointestinal Problems	7.67%

- The percentage of employees attending at work has shown a slight improvement in the YTD
- The top reason for sickness absence has been anxiety, stress and depression, in every month this year. The CIPD Absence Management survey 2016 found that this the most common cause of long term absence, and the second most common cause of short term absence, across all sectors
- 33% of employees advise that their stress related absence is due to personal issues, a further third as a result of work and the remaining portion to both factors.
- HR are piloting bespoke well being and stress management interventions in a number of identified hot spots and depending on efficacy will roll out more widely

FTE Sickness Days Lost (April-Dec)

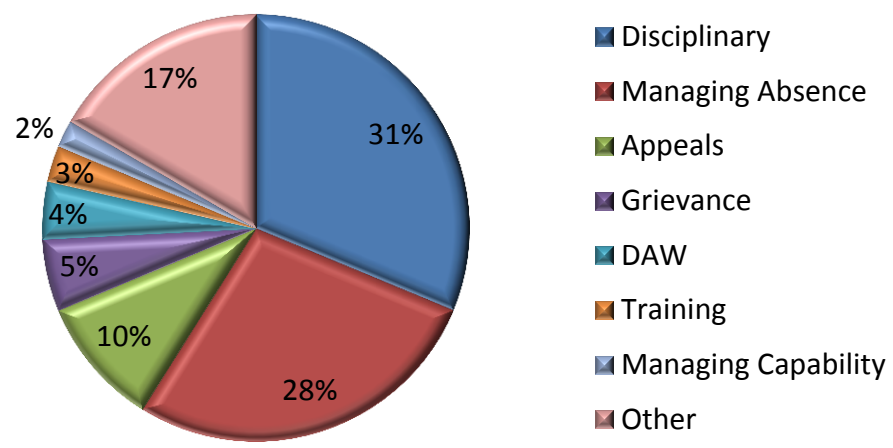


Sickness KPI - Financial Year to date



- The proportion of “days lost due to Short term sickness” (<28 days) has remained steady at around 28.5% for the last 3 financial years, but is on track to reduce this year.
- The Sickness KPI for 2016/17 YTD shows a reduction on the last financial year
- The Council has an Employee Assistance Programme which has high satisfaction and outcome rates
- There is an increasing focus on enabling and supporting employees to maintain positive mental health

**BCC Live Employee Relations cases
February 2017**



Cases closed in 2016	Vol.
Disciplinaries	202
Grievances	163
Dignity at Work cases	86
Appeals	42
Capability Dismissals	14

- The 2 key demand drivers for ER technical advice are for support in managing both absence cases and disciplinary casework
- Emphasis in dealing with all Employee Relations case work is on promoting early intervention and prevention remedies as opposed to employee recourse to formal procedures. For example mediation has proven to be a successful option when dealing with grievance and dignity at work complaints
- HR resource is prioritised to support the proactive management of suspension case work. The decision to suspend is **always** a last resort , all suspensions are reviewed by senior management to ensure the appropriateness of the decision and to ensure the case is being managed effectively

My Rewards



Purchase Annual Leave Scheme

Supports the council's move towards being a more agile organisation, with staff having more flexibility in their working lives. It has been introduced in February 2017 after 45 per cent of staff who filled in the 'Rewards and Benefits' survey in the autumn said they'd like this opportunity

Additional annual leave can be bought through 'salary sacrifice', which means employees pay for it through deductions from their gross salary

Birmingham Foundation Living Wage



Makes an important contribution that supports the council's jobs and skills priority of a strong, growing economy that creates and keeps jobs in the city. The term is used to describe the minimum hourly wage necessary for shelter, housing and incidentals such as clothing and other basic needs and nutrition.

The minimum hourly wage will be increased from £8.25 to £8.45 per hour from 1st April 2017. Circa 1,700 employees will see an increase in their hourly wage.



Changes to Terms and Conditions of Employment - Council-wide Employees including Schools Support Staff

Collective agreement to reduce the cost of employment over the next three years whilst putting in measures to support employees to work more flexibly, agilely and access more employee benefits. Will take effect 1/07/17

Secured cumulative saving of £18m

JNC Officers - Introduction of a new Pay and Grading Framework

Moved from 10 pay bands to 4 – one for each senior leadership role

Moved from bespoke local job evaluation scheme to adoption of national employers scheme

Cost neutral exercise

New contract of employment to reflect collective agreement affecting all other employees



Workforce Planning

In May 2016, the council launched its approach to workforce planning as one of its key building blocks to its Workforce Strategy to help towards achieving £10m of savings for 2016/17.

A framework, guidance, toolkit and plan template was introduced to enable all Senior Responsible Budget Holders to forecast their workforce requirements based on supply and demand with the aim of maximising the use of resources, managing costs and having the right people in the right place at the right time.

A review of the approach taken in 2016/17 is currently underway



Creating the Council of the Future

Making a positive difference every day.

HR & OD Update

The People Strategy and Improvement Hub are enablers to the Council of the Future model.

What will be different with the Council of the Future?



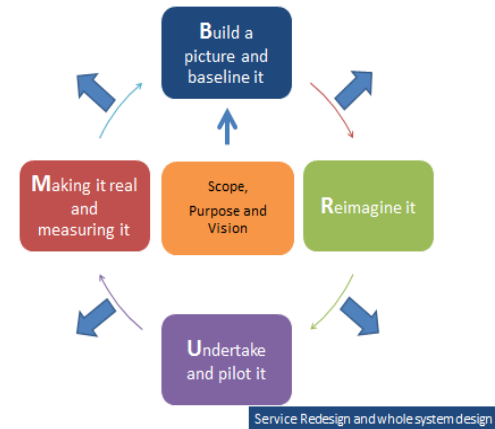
Practical differences



PROGRESS TO DATE (1)

Since April 16 the following key milestones have been achieved:

- Improvement Hub has been established and a dedicated team been recruited to;
 - Engage Partners to ensure citizen and partner engagement in service design
 - Run pilots to test approach and enhance learning from partners (pilots in progress; HR, Schools Admissions, Homeless service, Libraries)
 - Foundations of change methodology and role of management & leadership in place



- Member Development programme is established:
 - Visits taken place to other Local Authorities
 - Member/ Officer workshops informed programme
 - Member steering group established
- Talent agenda
 - 50 Apprentices have been brought into business to test ability to handle levy
 - 85 Apprentices are ready to commence in business admin and customer service roles from April 17
 - Equality & Diversity approach being incorporated to talent agenda to ensure make-up of workforce reflects the City
 - Feedback from DWP on high quality work experience placements provided
- Staff Engagement
 - 2016 staff survey completed
 - Staff Conference hosted in 2016 to launch Council of the Future



**Report of the Service Director of Customer Services
Corporate Resources and Governance Overview and Scrutiny Committee
March 2017**

Council Tax

1. Purpose

To update the Committee on the City Councils decision to terminate the Revenues Contract with Service Birmingham and bring the service for the billing, collection, recovery and enforcement of council tax and business rates in-house.

To advise the Committee on early plans for the future operation of the Revenues Service.

2. Background

The Revenues Service was included within the overall Service Birmingham contract from 1st April 2011. At this point, the Council collected Business Rates on behalf of the Government and the relevant pooling arrangements for the financial distribution of this income were in place. The contract was let on the basis of a fixed price per annum (plus indexation) on a reducing basis over a ten year term.

From April 2013 Council Tax Benefit was replaced with a Local Council Tax Support Scheme. The local retention of Business Rates also came into effect.

An internal review of the Revenues Service was undertaken by the Service Director of Customer Services Division in June 2016.

Following this review it was determined by the Strategic Directors of Change and Support Services and Finance and Legal that further work needed to be undertaken with Service Birmingham to ensure that the Revenues Service was delivering a service that both met the priorities of the City Council and achieved the contractual requirements.

Service Birmingham put forward alternative proposals during July and August 2016. These were considered and it was concluded that they did not meet the current requirements of the Council.

Cabinet on 18 October 2016 authorised the Strategic Director of Change and Support Services to negotiate with Service Birmingham in order to evaluate the Council's contractual options for the termination of the Revenues element of the Service Birmingham Contract.

Following this negotiation it was recommended that the Council terminate the Revenues element of the Service Birmingham Contract.

The existing enforcement agent (bailiff) function has been retained in order to facilitate continuity of service and minimise the risks of transition to the new arrangement. This will also avoid the additional costs that would be incurred if the current enforcement arrangements were changed around the existing I.T. systems. The scope of the bailiff function will also be varied to meet the current requirements of the Council to ensure a more proactive approach to the recovery and enforcement of council tax and business rates debt and to continue to maximise collection rates.

The Revenues element of the Service Birmingham service, therefore, transferred to the Council with effect from 1st February 2017, with 108 employees of Service Birmingham Limited transferring to the Council under TUPE.

3. Current Position

The Revenues contract was let in 2011 before the introduction of a number of Local Welfare reforms in 2013 and the local retention business rates which have resulted in the council wishing to deal with Revenues matters differently. By delivering the Revenues Service in house the Council will be able to react to both existing reforms and any future reforms and allow for greater flexibility of the operation without the constraints of formal change control processes which operate within contractual arrangements.

As part of new working arrangements the Council has already altered how it enforces collection of council tax for those citizens in receipt of council tax support. The Council will continue to seek collection of the council tax due; however, these particular debts will no longer be referred to the enforcement agents (previously known as bailiffs). In the main these debts will be recovered by either payment arrangements with the citizen or direct deductions from welfare benefits as a preferred option before considering what other recovery methods are utilised. All other debts will continue to be pursued through the usual recovery and enforcement methods.

The termination of the Revenues Service contract element of the Service Birmingham contract and bringing this service in-house will enable the Council to maintain the collection rates agreed as part of the Council's budget setting process for Council Tax and Business Rates going forward and in addition prioritisation will be given to the maximisation of the tax base for both business rates and council tax by the identification of properties currently not on the valuation office listing and identification of changes in use within existing properties which may lead to increases in rateable value.

The Revenues Contract was let over a 10 year term (2011 to 2021) on a fixed price per annum reducing on a yearly basis over the term. The contract was structured so that investment was made in the initial years with payments reducing over time to deliver long-term savings benefit for the Council. In light of the mutually agreed earlier exit from the contract, the Council will not now achieve this benefit. The Council and Service Birmingham have discussed the total costs and benefits for each party as a result of the earlier exit from the contract (including the long-term savings benefit) and have agreed an equitable adjustment to the charges being £1.2m which will be afforded to the Council via the ICT invoice being reduced.

The internal review of the Revenues Service undertaken by the Service Director of Customer Services Division in June 2016 identified the Council, will be able to secure a saving of £0.45m per annum against the costs that the council would have incurred during the remaining term of the contract. This is as a result of reduced overhead costs. These savings have formed part of the council budget setting process for 2017/18.

Through the TUPE process a number of individuals, particularly those working in a pooled resource environment for Capita in Mendip and Bromley did not transfer together with the Revenues Operation Director within Service Birmingham. Only one Section Head Manager transferred as part of the process leaving significant gaps at managerial level within the existing structure.

The Council has moved swiftly to fill these positions with an interim Head of Service now in place together with an additional interim Section Head and 2 additional temporary team managers. The non TUPE transfer of officers from Mendip and Bromley created a large number of vacancies within the service. As a result 27 additional Revenues Officers have also been recruited and are currently in training before commencing work within the Revenues Service.

4. Future Plans for the Service

The Service is still being reviewed as we look to create a new operating model for the Revenues operation. However, we have stated a clear vision which will deliver the following:

- Improved customer service
- Development of people and skills ensuring the “right people, with the right skills, at the right place, doing the right work, at the right time”
- A fair and consistent approach to measurement of all employees across the business, encouraging performance improvement behaviours, and setting daily target performance to achieve monthly plans based on performance levels
- Production of accurate and meaningful management information
- Implementation of service improvement plans
- Maximisation of the tax base for both council tax and business rates

It is intended to do operate the service to provide both an excellent customer experience together with ensuring we meet our key priority of maximising the hugely important resource of both council tax and business rates for the Council.

Chris Gibbs
Service Director Customer Services
0121 464 6387

Report of:	Deputy Leader
To:	Corporate Resources & Governance Overview and Scrutiny Committee
Date:	1st March 2017

Review Information

Date to City Council:	04 February 2014
Member who led the original review:	Cllr Lisa Trickett
Lead Officer for the review:	Benita Wishart, O&S Manager
Date progress last tracked:	March 2015

1. In 2013/14, the Districts and Public Engagement O&S Committee undertook an inquiry into the purpose of engagement with citizens and how that engagement can be improved. The report made five recommendations.
2. This report seeks to update on progress against the recommendations.
3. Details of progress with the remaining recommendations are shown in Appendix 2.
4. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

Appendices

1	Scrutiny Office guidance on the tracking process
2	Recommendations you are tracking today

For more information about this report, please contact

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Title:	Assistant Director - Customer Services
Telephone:	0121 464 8298
E-Mail:	Paula.buckley@birmingham.gov.uk

Appendix **1**: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress/ key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

Category	Criteria
1: Achieved	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
2: Not Achieved (Obstacle)	The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation).
3: Not Achieved	<p>The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement.</p> <p>An anticipated date by which the recommendation is expected to become achieved must be advised.</p>
4: In Progress	It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.
5: Achieved (outcomes to be monitored)	<p>The evidence provided shows that the recommendation has been fully implemented within the timescale specified. However, the outcome has not yet materialised, or “work on the ground” has yet to be seen.</p> <p>Reporting on the recommendation as part of the tracking process ceases. However, a report back on the outcome or continuing implementation will be reported back to the Committee as determined by the members in consultation with the Cabinet Member.</p>

Appendix 2 : Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	The Deputy Leader to secure improvements to the Council's website to address the concerns set out in Section 4.2* to be overseen by the Governance, Resources & Customer Services O&S Committee.	Deputy Leader	September 2014	2 – Achieved (Late)

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

Since the agreement of these recommendations significant improvements have been achieved with the replacement of the Council's website in August 2016. The implementation of the new website was influenced by citizens with feedback obtained from a variety of groups and individuals. This helped to ensure that interest groups and certain individuals were not seen as speaking for all people in an area or of a group.

The following user engagement and user supported testing activities were undertaken:

- Eye Tracking which informed the 2 initial design concepts this included feedback from the customer service Citizen Panel and a range of council staff. This monitored eye positions and eye movement to identify what people choose to look at in the new design options enabled preferences in design or colour to be identified. Design Testing at the Impact Hub in Digbeth, which involved engagement with local digital community influencers
- Testing of the website's accessibility using the council's Disability Action Network
- Design Testing with the Citizen Panel, visitors to the library of Birmingham and locally at Kings Heath Community Centre event
- The use of a blog to ensure that anyone interested in the project's progress or wanting to provide feedback could do so - Medium blog: <http://bit.ly/2aWa1rx>
- The blog was also promoted on the old website homepage during the project lifetime

The opportunity to make the website much more dynamic and reflective of the city was incorporated in the design and build of the website. The availability of real time information such as up-to-date information on missed bins is now on the new website. More than 50% of the traffic to the website is from mobile or tablet devices as a direct result of making the new website mobile responsive.

Content on the new website has been significantly rewritten with the focus on the reader rather than the internal service. To support this all writing for the web is now within the corporate web team in Customer Service who are focussed on making the content engaging, relevant and easy to understand. This has helped to remove duplicated information which can be contradictory and reduced the number of pages from 3,500 pre go live to 2,000 in the new website.

Significant effort has been made to involve citizens in the design and implementation of the new website, in line with the findings of the 2014 report where the Chair of the Reference Group¹ noted the importance of:

Making sure that the Council's commitment to engagement is demonstrated at every level and at every entry point to the Council including not only the first line response staff, but the website, messaging, continuing conversations, feeding back following consultations and really demonstrating that it listens, not just saying that it does.

More prominence has been given to consultations/hot topics on the home page, with twitter feeds incorporated.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	The Deputy Leader to draw up an improvement plan for how the Council deals with citizens as customers, which should be overseen by the Governance, Resources and Customer Services O&S Committee.	Deputy Leader	September 2014	2 – Achieved (Late)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>Since the transfer of the contact centre to Birmingham City Council control significant improvement has been achieved in citizen satisfaction and has seen an increase from 45.89% in December 2014 to 60.94% in November 2016. This measure captures overall satisfaction with the services received via the contact centre and has been achieved against a backdrop of savings which include £4.8m savings achieved in 2015-16 and further savings of £882k achieved in 2016-17.</p> <p>There is a separate report on customer satisfaction presented to this meeting and regular reports have been submitted to O&S in July and November 2015 and September 2016 updating on progress in customer satisfaction and improvements to support that increase.</p> <p>Your Views, both complaints and compliments, are managed by Customer Services and dealt with by the service against whom the complaint was made. To ensure the council continues to learn from complaints a quarterly update of key improvement actions identified as a result of complaints is provided to Customer Service by the service areas.</p> <p>To further build on these improvements the external measurement of customer satisfaction by the Institute of Customer Service has been commissioned to allow the council to benchmark satisfaction rates with similar organisations UK wide.</p> <p>A review of telephone handling teams across the council has resulted in the transfer of telephone calls to Home Options and Children's Schools and Early Years services being transferred to the corporate contact centre during September and October 2016. Early results show an improvement in call handling performance as a result of these moves.</p> <p>Roles have been created in customer service, which support the identification and implementation of improvements to service delivery. These include Resolution Champions (Senior Customer Service Advisors) who escalate service failure on the citizen's behalf and Relationship Managers who work with the Service Areas to develop longer term Action Plans to improve service delivery. These Action Plans address the areas of concern identified by feedback from the citizen satisfaction survey, feedback from Resolution Champions or Service Improvement projects initiated by the Relationship Manager to remove inefficiency and waste.</p> <p>The measurement of quality outcomes for customer interactions with advisors has supported the identification of areas for improvement, this is an ongoing activity that takes place every month and informs appraisal outcomes for individuals.</p> <p>The Customer Service Strategy has been refreshed in the form of the Citizen Access Strategy, which has central to its approach the development of more joined up services that will be designed from a citizen's perspective and adhere to the council values. This should support other initiatives such as demand reduction and where possible consider sharing the burden with partners.</p>				

The key principles underpinning the strategy are:

1. Use of quality evidence including citizen insight for decision making
2. Greater engagement and empowerment of citizens
3. Citizens should help themselves wherever possible and reasonable
4. Investment in expertise and skill building, right people in right place doing the right job
5. Sharing of personal information across services, reducing the need for citizens to provide the same information more than once
6. Not constrained by service boundaries and not expect citizens to have to navigate the Council's organisation structure
7. Closer collaboration with the private and third sectors including learning from
8. Customer service is about the contact and outcomes e.g. end to end service delivery not the initial contact and request

Birmingham's Response to the challenge of meeting Citizen Expectations

- Adopt a citizen-centric approach to designing service delivery which provides fast, simple, and efficient processes, including the availability of comprehensive online services and the transparency of information to support further increases in citizen satisfaction.
- Systematically reduce errors and timeframes relating to "behind-the-scenes" processes by applying lean management practices and automation to reduce cycle times and improve quality.
- The expectation for effective online service delivery will continue to increase in Birmingham. While we should maintain a range of channels to support citizens, investment in digital channels is likely to achieve further savings and increased citizen satisfaction. There is also a need to support the enablement of access to digital channels for citizens who may not have the skills or access to technology

The 4 action plan areas to be developed in support of the Citizen Access Strategy are:

- **Citizen Insight**
- **Culture and Leadership** – How we behave
- **Service Delivery**– what services we provide, where and how
- **Effectiveness of End to End Service Delivery**

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	The Deputy Leader together with the Cabinet Member for Social Cohesion and Equalities to draw up and implement a cross-cutting improvement plan for consultation to address the issues in Section 4.4 and ensure consultations are consistently good quality, meaningful and influence decision-making.	Deputy Leader	September 2014	2 – Achieved (Late) Draft strategy to be shared with Scrutiny

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

This recommendation is being addressed through the work on the engagement/consultation strategy as one of the engagement strategies for the council of the future. It is owned by Corporate Communications and delivered through individuals and teams across the Council.

A draft strategy has been developed which has now been shared with Corporate Leadership Team and is shortly to be shared more widely, which will help ensure a more consistent approach to pre-consultation engagement required as part of the various implementation plans.

- In addition to this work has been completed to create a single timeline of budget related consultation and the key stakeholders for each budget proposal
- The intention is to use this information to avoid overlap of activity and better coordinate engagement activity with stakeholders

A number of the underpinning principles were built into the strategy for the latest budget engagement and consultation strategy, which helped deliver the biggest ever response to the consultation. The strategy also builds on the lessons learned from the community workshops, which took place ahead of last year's budget consultation.

There will be further engagement with officers and Elected Members ahead of full implementation later in the year.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R04	The Leader, along with Cabinet Members, Executive Members for Local Services and Ward Chairs bring forward a plan that addresses the key concerns raised and opportunities set out in the report and take on the fundamental step changes set out in Chapters 5-8.	Deputy Leader/Assistant Leaders	September 2014	2 – Achieved (Late)

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

As in recommendation 3, this recommendation is being addressed through the work on the engagement/consultation strategy as one of the engagement strategies for the council of the future. Since the original report in 2014, the Cabinet Committee for Local Leadership has been established and part of its remit, with the Assistant Leaders is to play a leading role taking forward the strategic priority of Local Leadership and conducting a review of the existing devolved arrangements consulting and engaging with the community, other stakeholders and Members.

BRIEFING NOTE

Update for Overview and Scrutiny – Customer Satisfaction – March 2017

1. Purpose

- 1.1. To provide an update to the Overview and Scrutiny Committee on Customer Satisfaction.

2. Background

- 2.1 The Contact Centre has almost two million contacts with citizens a year and is therefore the largest touch-point the council has with end users of council services. Historically satisfaction with Contact Centre services through was measured through an 'end of call' survey whereby Advisors could choose which call to promote to a citizen. This reported an average satisfaction score of 97% despite anecdotal citizen feedback providing evidence to the contrary.
- 2.2 Customer Services commissioned independent analysis into citizen satisfaction with the outsourced Contact Centre during March/April 2014 which provided results of 49.4% satisfaction for contact centre services and 43.2% satisfaction for end to end delivery. As a result of these findings, and in order to measure any improvements, the independent measurement of citizen satisfaction has continued since the TUPE of Contact Centre services to the Council in November 2014.
- 2.3 There is a text survey sent to citizens' mobile phones within 24 hours of them having called the Contact Centre. They are asked a number of questions which are shown in Appendix A. This survey aims to measure satisfaction with the Contact Centre.
- 2.4 The text survey measures satisfaction with all services within the Contact Centre but the more recent services into the Contact Centre (CIAS and Housing Options) are not currently reported in the overall results. We receive reports on the citizen experience with these services but are currently excluding these from overall results in order that we can understand the direction of travel for customer satisfaction. The newer services will be included in overall results in the future.
- 2.5 A further survey is sent via email to citizens to measure their satisfaction with the end-to-end experience. This survey is sent when a job is shown as completed within the Contact Centre's Customer Relationship Management (CRM) system which holds details of the citizen's interactions with the Council. See details of the questions also at Appendix A.
- 2.6 There are a number of services that are not on CRM (Revenues, Benefits, Rents and Housing Repairs) but the views of citizens on the end-to-end service can be captured via analysis of the verbatim comments left in the text survey.
- 2.7 An outbound survey is also conducted by telephone with citizens who have no access to SMS or email. This survey focusses on the experience of the citizen with the 5 largest volume services in the Contact Centre of Revenues, Benefits, Housing Repairs, Waste Management and Rents. These results are combined with the results from the SMS survey.

- 2.8 Citizen satisfaction results are fed back to Customer Services on a monthly basis shown at an organisational level with the ability to drill down to individual Service Areas. Customer Services is also provided with detailed sentiment analysis of customer feedback showing both positive and negative commentary.
- 2.9 The Relationship Managers within Customer Services work with the Service Areas to develop Action Plans to address the areas of concern as identified by the feedback via the citizen satisfaction survey.

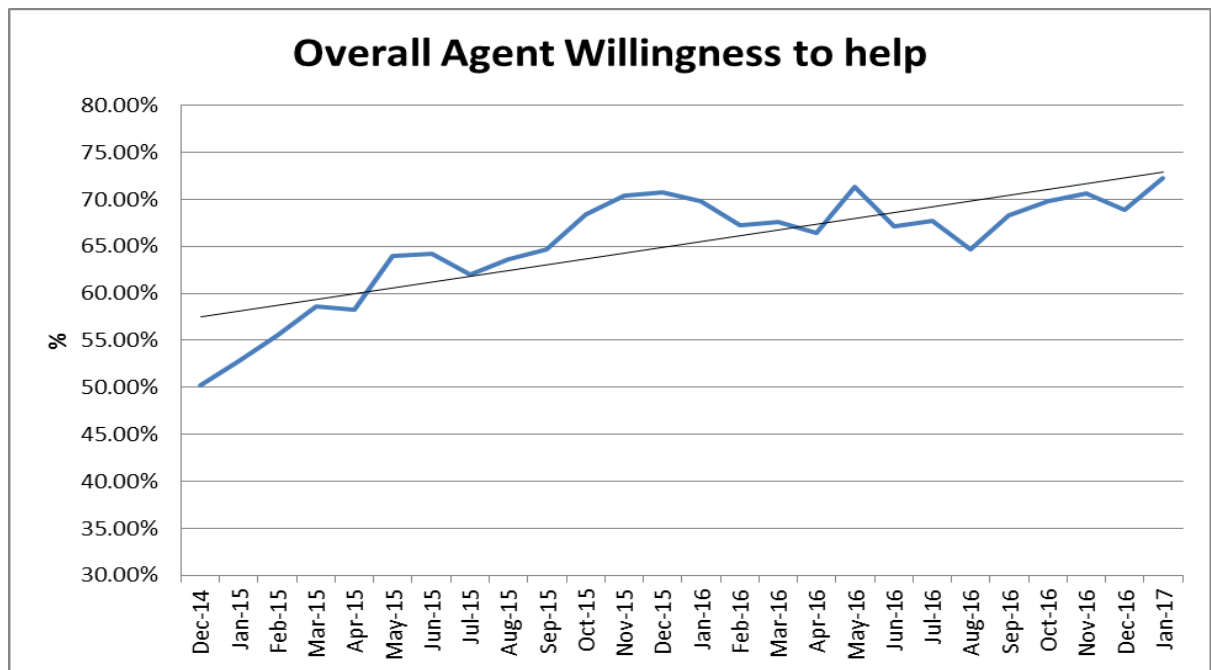
3. Customer Satisfaction as at January 2017

- 3.1 The customer satisfaction score is taken from the citizen's response to the question "How satisfied are you with your overall experience of speaking with us?"
- 3.2 Customer satisfaction targets were reviewed as part of Divisional target setting for 2016/17. The Contact Centre is currently performing at 64.2% against what is considered to be an ambitious target of 67.1% at year end
- 3.3 A weekly call-back report enables Customer Services to learn of those citizens who have expressed dissatisfaction in their feedback. The citizens are then contacted by Resolution Champions within Customer Services to resolve the issue.

Overall satisfaction with the Contact Centre



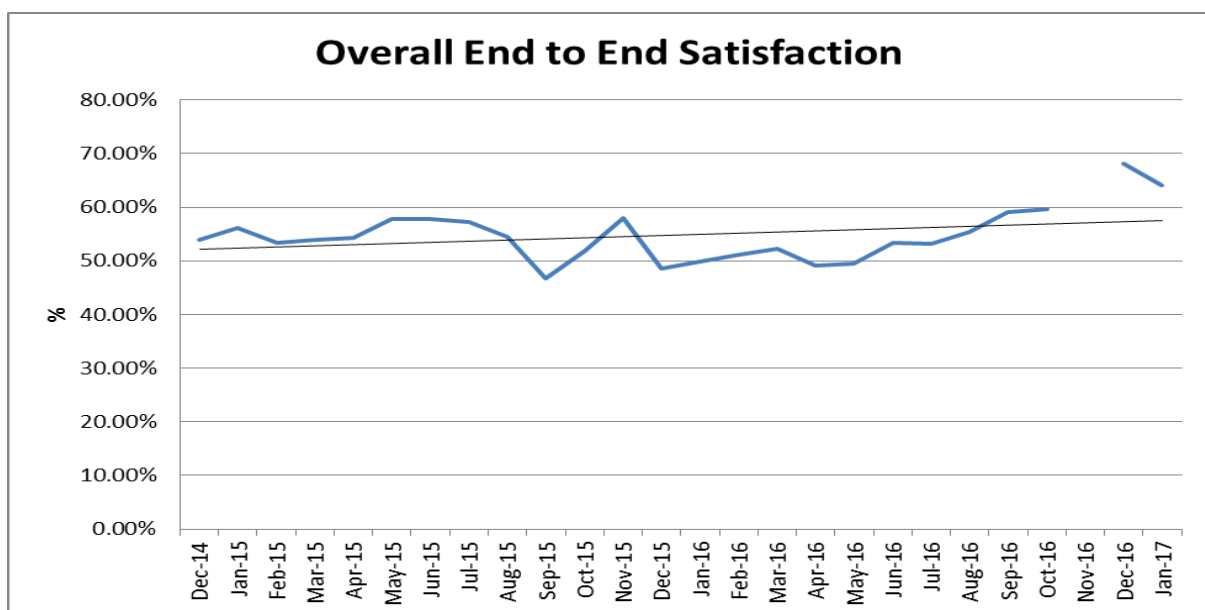
- 3.4 Advisor 'willingness to help' is at 72% and a demonstrable improvement can be seen over the last 2 years. See chart below.



Advisor Willingness to Help

- 3.5 Advisors that receive good feedback from citizens in the customer satisfaction survey are thanked. An investigation takes place into any calls where a citizen reports dissatisfaction with an Advisor's attitude/soft skills
- 3.6 A further roll-out of soft skills training is taking place across the Contact Centre and a new process for managing complaints concerning Advisors has been put in in place.

4 End-to-End Citizen Satisfaction Survey



End to end citizen satisfaction survey

- 4.1 Satisfaction with end-to-end is at 63% in January 2017. An overall positive trend can be seen. There was a change to the survey made in 2016. End-to-end measurement of Housing Repairs was stopped in April 2016 following the removal of this service from CRM. The Housing Repairs service now conducts its own measurement of customer satisfaction through PDAs issued to its contractors.
- 4.2 There is a gap in the data for November 2016 however the survey recommenced in the December.

5. Conclusion

- 5.1 The survey results indicate that there has been a steady improvement in citizen satisfaction with Contact Centre services. An improvement in end-to-end satisfaction can also be seen. However, there are limitations to our existing collection, measurement and reporting of customer satisfaction and Customer Services is exploring alternatives.
- 5.2 The satisfaction surveys for the Contact Centre and end-to-end are funded to end of July 2017. A report is being prepared for CLT with options to improve the collection and measurement of customer satisfaction to address the areas outlined below before the renewal for the collection of data and analysis expires.
- we are unable to benchmark customer satisfaction against other local authorities.
 - the dependency on CRM as the source data for the email survey excludes non CRM services
 - citizen does not separate out their experience with the Contact Centre from end-to-end experience
 - monthly surveys provide insufficient time to measure impact of changes; citizens can experience survey fatigue; we currently do not measure online transactions
 - miss the silent majority – i.e. those that don't contact us
 - Volume returns are too low in some areas

Appendix A

SMS Survey Questions:

1. What was the reason for your phone call?
2. Did you try and use our website to resolve your query before calling?
3. Is this the first time you have contacted the Council about this query?
If No, how many times?
4. How easy was it to get through to talk to someone about your query?
5. How would you rate our advisor's willingness to help?
6. How easy was it to get your query resolved?
7. How satisfied are you with your overall experience of speaking with us?
Please tell us why you have scored us this way
9. What outcome did you expect when you contacted us about this service?

Email Survey Questions:

1. What was the nature of your request?
2. Did you use the website to make your request?
3. How easy was it to request what you wanted?
4. Were you informed of how long it would take to complete the work?
5. Did you have to contact the council again after you had reported your request?
If Yes, how many times?
6. How satisfied are you with the work the Council carried out?
7. How satisfied are you with your overall experience of dealing with the council?
Please tell us why you have scored us this way.
8. What outcome did you expect when you contacted us about this service?



Corporate Resources and Governance O&S Committee: Work Programme 2016/17

Chair: Cllr Mohammed Aikhlaq

Committee Members: Cllrs: Muhammad Afzal, David Barrie, Randal Brew, Ray Hassall, Changese Khan, Chaman Lal, Ewan Mackey, Yvonne Mosquito, Rob Pocock, Hendrina Quinnen, Sybil Spence

Committee Support: Scrutiny Team: Emma Williamson (464 6870), Iram Choudry (303 8263)
Committee Manager: Victoria Williams (303 7037)

1 Meeting Schedule

Date	Item	Officer contact
15 June 2016 10am Committee Room 1	<i>Informal:</i> Work Programme Discussion <i>Outcome:</i> to determine the work programme priorities for the year	Emma Williamson/Iram Choudry, Scrutiny Office
18 July 2016 2.30pm Committee Room 2	1) Report of the Leader of the Council <ul style="list-style-type: none"> Priorities for the year in relation to corporate leadership; Improvement Panel and next phase of Future Council; Evolution of Devolution: Cabinet Committee Local Leadership and Local Innovation Fund; West Midlands Combined Authority update; Update on Bereavement Services 	Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive
	2) Work Programme	Scrutiny Office
	3) Call In: Disposal of Land at Great Charles Street, Birmingham	Basit Ali, Birmingham Property Services
1 st September 2016	Call In: Strategy/Award Report - Consultancy for Contract Negotiations - Revenues Service (PQ135)	Jon Lawton, Cabinet Support Officer



Date	Item	Officer contact
7 th September 2016 10.30am Committee Room 2	Deputy Leader update: <ul style="list-style-type: none"> <i>Tracking:</i> Refreshing the Partnership – Service Birmingham Financial Monitoring: 2015/16 year outturn and latest monitoring report; and to discuss with the Committee their input into budget setting <i>Tracking:</i> Customer Journey including update on website and on-line forms Member Development 	Nigel Kletz, Assistant Director, Procurement/Tony Lubman, Chief Executive, Service Birmingham Jon Warlow, Strategic Director, Finance and Governance Chris Gibbs, Service Director, Customer Services Shauna Posaner, AD Organisational Development
5 th October 2016 10.30am Committee Room 2	1) Cabinet Member for Value for Money and Efficiency <ul style="list-style-type: none"> Priorities for the year Update on Commissioning and Procurement Strategy Update on business charter, including outcome of consultation To explore how the City Council engages local supplier and businesses through our contractors <i>Tracking:</i> Council Commissioning and Third Sector Organisations 	Jon Lawton, Cabinet Support Officer
	2) Cabinet Member for Transparency, Openness and Equality <ul style="list-style-type: none"> Priorities for the year in relation to transparency and openness 	Marcia Wynter, Cabinet Support Officer
	3) Call In: Acquisition of Private Sites and Empty Homes	Marcia Wynter, Cabinet Support Officer
2 nd November 2016 10.30am Committee Room 2	Future Council Phase 2 (including update on partnership working)	Angela Probert and Piali Dasgupta
4 th January 2017 10.30am Committee Room 2	Leader – Update on priorities	Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive
	Assistant Leaders – Update on priorities	
	Deputy Leader – Budget Consultation	Rebecca Grant, Cabinet Support Officer
1 st March 2017 10.30am Committee Room 2	Deputy Leader – HR update, Citizen Engagement Tracking, Customer Satisfaction update	Rebecca Grant, Cabinet Support Officer
	Briefing on Council Tax	Chris Gibbs, Service Director, Customer Services
	Centenary Square Update	Jim Wilson



Date	Item	Officer contact
5 th April 2017 10.30am Committee Room 2	1) Cabinet Member for Value for Money and Efficiency <ul style="list-style-type: none"> Report on delegations of decisions to officers, to include case study examples Update on Priorities 	Jon Lawton, Cabinet Support Officer
	2) Cabinet Member for Transparency, Openness and Equality <ul style="list-style-type: none"> Update on Priorities 	Marcia Wynter, Cabinet Support Officer

2 Working Groups

Future Council – to receive regular updates on the progress of the Future Council programme and to advise the Committee on areas it should be considering/potential areas for in-depth work (Membership: Cllrs Pocock (Chair), Aikhlaq, Brew and Quinnen).

3 To be Scheduled

- Update on Council's Highway Maintenance and Management Services contract with Amey;
- Tracking:* Are Ward Committees fit for purpose?
- Briefing on the transition to universal credit
- Service Birmingham – performance indicators (September 2017)
- Customer satisfaction data to be circulated to scrutiny on a bi-annual basis

4 Other Meetings

Call in

18 th July 2016	Disposal of Land at Great Charles Street, Birmingham	Decision Called-In
1 st September 2016	Strategy / Award Report – Consultancy for Contract Negotiations – Revenues Service (PQ135)	Request for Call In
5 th October 2016	Acquisition of Private Sites and Empty Homes	Decision Called-In
5 th December 2016	Increase in Charges For Garden Waste 2017	Request for Call In

Petitions

None scheduled

Councillor Call for Action requests

None scheduled



5 Forward Plan–Feb 2017

Deputy Leader		
001927/2017	Capital and Treasury Monitoring Quarter 3 (October to December 2016)	21 Mar 17
001932/2017	Corporate Revenue Monitoring Report Months 9 and 10	21 Mar 17
002162/2017	Performance Monitoring - April to December 2016	21 Mar 17
003033/2017	Marketing Birmingham Service Level Agreement 2017-18	21 Mar 17
003082/2017	Procurement of Brum Account	21 Mar 17
001865/2016	The Future Council work – a review and next steps	18 Apr 17
001933/2017	Outturn Report 2016/17	16 May 17
Leader		
003167/2017	A Greater Birmingham for a Greater Britain – Approval to accept Growth Deal 3 capital grant funds on behalf of GBSLEP	21 Mar 17
003203/2017	Enterprise Zone – Skills and Employment Investment Programme	21 Mar 17
003249/2017	Sale of Lee Bank House	21 Mar 17
003260/2017	PETPS (Birmingham) Limited	21 Mar 17
Value for Money and Efficiency		
003162/2017	Review of the Living Wage Policy	21 Mar 17
003034/2017	Commissioning Strategy for Building Consultancy - PUBLIC	18 Apr 17



DRAFT Work Outline

Partnership Working: BCC and Parish/Town Councils

Corporate Resources and Governance Overview and Scrutiny Committee

Our key questions:	<ol style="list-style-type: none">1) What have we learned from the experiences of setting up Birmingham's parish councils that will assist both BCC and communities in the development of any future parish councils or other localised or devolved governance models?2) How is the relationship between BCC and the parish/town councils working currently? What needs to be done next to enhance constructive and effective relationships? Should a general framework agreement or charter document be produced to clarify the parameters and support processes between the two?
1. How is O&S adding value through this work?	<p>Birmingham currently has two parish/town councils:</p> <ul style="list-style-type: none">• New Frankley in Birmingham Parish Council (NFIB), established in May 2000;• Royal Sutton Coldfield Town Council (RSCTC), established legally on 1st March 2016 and first elected in May 2016. <p>There have been suggestions that other areas of the city may wish to follow suit; and Assistant Leaders have been tasked with consideration of the "development of new governance models (such as town and parish councils) and the agreement of devolution to those bodies".¹</p> <p>It is therefore a good time to review the experience so far, both in terms of the process of engaging with residents interested in developing this form of local government, setting up new governance arrangements, and the current processes to support effective joint working, to support any further developments in setting up new parish councils or other local or devolved governance arrangements.</p>
2. What needs to be done?	<p>Key lines of enquiry;</p> <ol style="list-style-type: none">1) "Lessons Learned"<ol style="list-style-type: none">a) When the parish councils were set up, how effective were the formal Community Governance Review and Re-organisation Order

¹ Establishment of Cabinet Committee Local Leadership report to Cabinet, June 2016



Partnership Working: BCC and Parish/Town Councils

	<p>processes, and methods of public engagement, from the perspectives of both those within BCC and petitioners and other stakeholders supporting the set-up of the parish councils?</p> <p>b) What lessons have been learned within Birmingham, and more widely in England, that can be applied to any future proposals to set up new parish councils or other devolved local governance arrangements?</p> <p>2) "Working together"</p> <p>a) What are the interfaces between BCC and parish/town councils?</p> <p>b) What is the scope and limitations of current legislation within which BCC and parish/town councils will have to work, including the general power of competence, appropriate transfer of assets or services, and due diligence requirements, governing the interaction?</p> <p>c) Are accompanying processes widely understood and followed?</p> <p>d) What issues are coming up / what other powers could be transferred – e.g. asset transfer, shared services or service agreements – and how will these be dealt with? How will "double taxation" be avoided?</p> <p>e) Would a written agreement / memorandum² to formalise the support BCC will offer to parish/town councils be useful. If so, what should this look like, and how far could it apply to other forms of local governance?</p>
3. What timescale do we propose to do this in?	<p>The work will be undertaken by a task and finish group (to be determined).</p> <p>Evidence gathering will take place over March/April and the group will report in June/July</p>
4. Potential Witnesses	<p>To be confirmed:</p> <p><i>BCC officers: Jacqui Kennedy, Chris Jordan, Steve Hollingworth, Tony Smith, Robert Connelly and Stuart Evans</i></p> <p><i>RSCTC: Olive O'Sullivan plus members from across the political groups elected Ken Rushton</i></p> <p><i>NFIB: Roger Griffiths (clerk) and members</i></p>

Member / Officer Leads

Lead Member:	TBA
Lead Officer:	TBA
Membership:	TBA

² Such as the Charter between Leeds City Council and the Parish and Town Councils within the administrative area of Leeds City Council



Time Frame for Core Phases of the Review (SCRUTINY REVIEWS ONLY)

Meetings and evidence-gathering sessions:	March/April
Drafting the report:	May
Consideration of the draft report by the Committee:	May/June
8-Day rule: Executive Comment:	May/June
Reporting to the City Council:	June/July ?

