

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

**BIRMINGHAM CITY COUNCIL**

**CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**TUESDAY, 08 SEPTEMBER 2015 AT 14:00 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](http://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 - 9**

**3 MINUTES - 14 JULY 2015**

To confirm and sign the Minutes of the last meeting.

**10 - 20**

**4 REPORT OF THE LEADER**

Councillor Sir Albert Bore has been asked to attend the meeting to:

A. answer questions on the Leader's Policy Statement, the Boundary Commission work and the Combined Authority - report to follow

B. update Members on the Future Council programme, including discussion of:

- (i) Financial Strategy
- (ii) Tracking: Are Ward Committees Fit for Purpose - report attached
- (iii) Tracking: Devolution - Making it Real - report attached

**21 - 26**

**5 WORK PROGRAMME FOR 2015-16 AND TERMS OF REFERENCE**

A. To discuss the work programme for 2015-16

B. To agree the Terms of Reference for the Committee's Customer Journey Inquiry

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

To consider any request for call in/councillor call for action/petitions (if received).

7 **OTHER URGENT BUSINESS**

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

8 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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

# BIRMINGHAM CITY COUNCIL

<b>CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE 14 JULY 2015</b>
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**MINUTES OF A MEETING OF THE CORPORATE RESOURCES OVERVIEW  
AND SCRUTINY COMMITTEE HELD ON TUESDAY, 14 JULY 2015 AT  
1400 HOURS IN COMMITTEE ROOM 2, COUNCIL HOUSE, BIRMINGHAM**

**PRESENT:-**

Councillor Zaffar in the Chair;

Councillors Brew, Bridle, Chatfield, Hunt, C Khan, Kooner, Lal, Mosquito, Sambrook and Wood.

**ALSO PRESENT**

Ms P Buckley – Assistant Director, Customer Services Centre  
Mr C Gibbs – Service Director, Customer Services  
Mr S Haque – Citizens UK  
Ms T Morris – Senior HR Practitioner  
Miss V Williams – Committee Manager  
Miss E Williamson – Head of Scrutiny Services

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**NOTICE OF RECORDING/WEBCAST**

1

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

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**APPOINTMENT OF COMMITTEE , CHAIR AND DEPUTY CHAIR**

2

**RESOLVED:-**

- (i) That the resolution of the City Council appointing the Committee and Chair, with membership set out below for the period ending with the Annual Meeting of the City Council in May 2016 be noted:-

**Labour Group**

Councillors Bridle, Chatfield, Gregson, C Khan, Kooner, Lal, Mosquito and Zaffar (Chair)

**Conservative Group**

Councillors Brew, Sambrook and Wood

**Liberal Democrat Group**

Councillor Hunt

- (ii) that Councillor Kooner be elected Deputy Chair, for the purpose of substitution for the Chair if absent, for the period ending with the Annual Meeting of the Council in 2016.

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**APOLOGIES**

3

Apologies were submitted on behalf of Councillor Gregson.

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**DECLARATIONS OF INTEREST**

4

Members were reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting. If a pecuniary interest was declared a Member must not speak or take part in that agenda item. Any declarations would be recorded in the minutes of the meeting.

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**TERMS OF REFERENCE**

The following schedule was submitted:-

(See document No 1)

5

**RESOLVED:-**

That the Terms of Reference be noted.

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**MEMBER DEVELOPMENT**

The following report was submitted:-

(See document No 2)

Ms T Morris, Senior HR Practitioner, and Ms E Williamson, Head of Scrutiny Services, introduced the report and, in response to questions, the following were amongst the points made:-

1. Member development was ongoing and it was intended to draw up a programme for the remainder of the municipal year.
2. The findings of the Kerslake Report were still being addressed and issues raised would continue to evolve.
3. An improvement plan had been drawn up, as referred to in appendix 1 of the report, together with a development programme for Members as set out in appendix 2.
4. Sessions for Ward Committee Chairs were due to take place in September 2015.
5. A portal, which could be accessed at any time, offered online learning resources for Members and was especially useful for those who might find it difficult to attend training sessions.
6. Officers had been liaising with the Local Government Association regarding training programmes.
7. Not all Members had access to laptops and other IT equipment. However, this was being addressed.

Members made the following suggestions:-

1. It was important to ensure that all Councillors were included in the development programme.
2. A better understanding of scrutiny, especially at a district level, was required.
3. Induction should be available for new Members as soon as possible. A Councillor appointed as a result of a by-election often did not receive any training until the following May when the local elections usually took place.
4. Information about the planning, licensing and education admission appeals processes, housing allocations and the constitution was requested.

5. Learning resources could be improved, including specific training regarding the 'new way of working'.
6. Peer training with fellow Councillors was recognised as a possible method of learning.
7. Holding informal meetings for Members was considered a good way of providing training, information and development.
8. A glossary of the different acronyms often used in reports was requested.

At this point, Mr S Haque, Citizens UK, explained the purpose of the association including organizing communities to act together for power, social justice and the common good. Citizens UK developed the leadership capacity of its members to enable them to hold politicians and other decision-makers to account on the issues that they considered mattered.

Mr Haque, in response to questions, advised that there were different models used for developing leadership and it was important to have conversations in order to establish on what particular issues an assembly wished to focus. Recognizing the importance of communication and relationships was essential.

The Chairman thanked Ms Morris and Mr Haque for attending the meeting.

6

**RESOLVED:-**

That the report be noted and that member development be reviewed at six monthly intervals.

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**CUSTOMER SERVICES UPDATE**

The following briefing note and the report of the Service Director, Customer Services were submitted:-

(See documents Nos 3 and 4)

Miss E Williamson, Head of Scrutiny Services, introduced the briefing note.

Mr C Gibbs, Service Director, Customer Services, and Ms P Buckley, Assistant Director Customer Services Centre, introduced the report.

Members made the following suggestions:-

1. Further investigative work regarding housing and environmental services, particularly relating to fleet and waste management, be carried out.
2. Telephone or postal customer surveys should be conducted as not all residents had a computer.
3. A single point of contact at call centres was suggested although it was recognised that, with an ever decreasing workforce and reduced budgets, this might be difficult to achieve.

Mr Gibbs and Ms Buckley responded to Members' questions and the following were amongst the points made:-

1. Customers often left anonymous comments and 'cold calling' by telephone was not considered a popular method of communication.
2. The telephone message that people heard when they contacted the call centre was currently being reviewed.
3. Appendix C of the report provided details of the most recent Your Views Directorate Learning Summary.
4. It was necessary to consider the most appropriate ways for dealing with enquiries received from Members on behalf of local residents and it was an aspiration of the Council to identify a way of reporting issues in the future.
5. Call centre staff liaised as necessary with outside organisations, such as Severn Trent Water and Amey, regarding complaints received and always asked residents how they wished to be updated on a situation.

Mr Gibbs undertook to provide the following information:-

1. Data on lost calls and waiting times;
2. Statistical details in numbers as well as percentages;
3. The complaints procedure and the role of the Ombudsman;
4. District level data.

The Chairman thanked Mr Gibbs and Ms Buckley for attending the meeting.

7

**RESOLVED:-**

That the briefing note and report be noted.

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

The following work programme was submitted:-

(See document No 5)

The Chairman advised that he hoped to invite the Deputy Leader to a future meeting, possibly in October 2015, to focus on human resources and financial issues. In view of the difficulty in arranging a meeting on a Tuesday, the Chairman sought alternative days from Members and Mondays or Wednesdays were suggested.

In referring to the items to be scheduled, Councillor Wood requested that Birmingham Highways and Amey – Contract Performance Update be included in the work programme.

Councillor Brew requested that the Committee investigate the way the Council was governed, comparing the cabinet and committee systems. The Chairman suggested that this could perhaps be considered at the April 2016 meeting.

Councillor Sambrook considered that the policy statement was submitted too late in the municipal year and suggested that it be brought forward. The Chairman agreed to add it as a 'to be scheduled' item.

The Chairman suggested that a finance training session for Members, including information on the Service Birmingham contract, be held as an informal meeting prior to a Committee meeting.

It was noted that some Members had volunteered to carry out a piece of work regarding the Golden Square and also the zero hours' contract.

8 **RESOLVED:-**

That the work programme be noted.

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**DATES OF MEETINGS OF THE COMMITTEE**

9 **RESOLVED:-**

- (i) That the Committee meets on the following Tuesdays at 1400 hours in the Council House:-

<b><u>2015</u></b>	<b><u>2016</u></b>
8 September	19 January
27 October	9 February
10 November	8 March
8 December	12 April



- (ii) that approval be given to Tuesdays at 1400 hours (excluding City Council where possible) 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.
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**REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**

- 10 The Chairman advised that there had been no requests for call in/councillor call for action/petitions received.
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**OTHER URGENT BUSINESS**

- 11 No other urgent business was raised.
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**AUTHORITY TO CHAIRMAN AND OFFICERS**

- 12 **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.

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The meeting ended at 1608 hours.

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CHAIRMAN

<b>Report of:</b>	<b>Leader</b>
<b>To:</b>	<b>Corporate Resources Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>8<sup>th</sup> September 2015</b>

## **Progress Report on Implementation: Are Ward Committees Fit for Purpose**

### **Inquiry Information**

Date approved at City Council:	6 <sup>th</sup> January 2015
Member who led the original review:	Cllr Waseem Zaffar
Lead Officer for the review:	Benita Wishart, O&S Manager
Date progress last tracked:	-

1. In approving this inquiry the City Council asked me, as the appropriate Cabinet Member, to report on progress towards these recommendations to this Overview and Scrutiny Committee.
2. Details of progress with the remaining recommendations are shown in Appendix 2.
3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

### **For more information about this report, please contact**

Contact Officer:	Ifor Jones
Title:	Service Director-Homes and Neighbourhood
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E-Mail:	ifor.jones@birmingham.gov.uk

## Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	That all Ward Committees, or any successor arrangement for governance at this level, adopt the Citizen Entitlements set out in section 3.2.	Leader	December 2015	1 – Achieved (fully)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The Citizen entitlements have been captured within the guidance for District Committee and Ward Committee / Forums agreed by Cabinet on 27<sup>th</sup> July 2015 - <i>Driving Forward The Community Leadership Role And Remit Of The Council: Guidance For District Committees And Ward Committees / Forums</i>. Wards and District Committees will be expected to set out their community governance arrangements by autumn 2015.</p>				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	That each Ward Committee, or any successor arrangement for governance at this level, considers the good practice set out in paragraphs 3.2.4 – 3.2.13 and reports back to the appropriate District Committee on innovations they will use and; that Districts and Public Engagement O&S Committee will consider any resulting innovative practice.	Leader in conjunction with Executive Members for Local Services and Ward Committee Chairs	December 2015	6 – In Progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The framework for the good practice set out in paragraphs 3.2.4 – 3.2.13 will be captured within the Community Governance statements to be completed by autumn 2015.</p> <p>The Corporate Resources O&amp;S Committee has taken over this remit from the Districts &amp; Public Engagement O&amp;S Committee, and will be considering good practice when arrangements are reviewed in February 2016.</p>				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	That technology is harnessed to better support Ward Committees, or any successor arrangement for governance at this level: <ul style="list-style-type: none"> <li>a) Any upgrading to the City Council's website enable the Wards and Ward Committee information to be easier to locate;</li> <li>b) That ward information on the website is more comprehensive and up-to-date (following the example of the Neighbourhood Tasking Group pages);</li> <li>c) That the Birmingham Newsroom tweet dates and links to ward</li> </ul>	Deputy Leader	December 2015	6 – In Progress

	committees; d) To develop an "app" <sup>1</sup> (a web application) which enables information relating to the ward to be easily accessible and meeting agendas and reports and action notes to be accessible.			
<b>Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')</b>				
<p>A ward action tracker has been developed to allow wards to track actions from each ward meeting. This will be amended at each ward committee meeting and uploaded to the meeting page on CMIS the next day. This will enable anyone to see progress against each action.</p> <p>The development of an app has been considered but deemed too costly at the moment.</p> <p>The intention is to have four community governance managers to support the district and ward committees and to support ward committees in tasks such as promoting meetings.</p>				

<b>No.</b>	<b>Recommendation</b>	<b>Responsibility</b>	<b>Original Date For Completion</b>	<b>Cabinet Member's Assessment</b>
<b>R04</b>	<p>The Council's structures and resources should be used better to support Ward Committees, or any successor arrangement for governance at this level:</p> <ul style="list-style-type: none"> <li>a) Provide appropriate support to ensure that the meetings are set up and supported appropriately;</li> <li>b) Provide appropriate support to ensure that agendas and actions happens following the meetings;</li> <li>c) Council Officers need to attend when requested (or to actively explain to the Ward Committee Chair why they cannot) but equally if they are expected to be held accountable over a topic this needs to be explained by the Chair;</li> <li>d) Publications such as the Council's Forward publication should promote the concept of Ward Committees.</li> </ul> <p>We request regular updates on Ward and District Champions: reviewing the role, who is in place and how well it is working.</p>	Leader	June 2015	2 – Achieved (late)
<b>Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')</b>				
<p>Support arrangements for Ward Committees were agreed by Cabinet on 27<sup>th</sup> July 2015 (Driving Forward The Community Leadership Role And Remit Of The Council: Guidance For District Committees And Ward Committees / Forums).</p> <p>Further guidance will be issued around expectations of attendance. It is not envisaged that senior officers will attend on a regular basis or on routine matters – the ward action tracker will be the means of dealing with queries and problems. However, there will be reasons for attendance, which will have to be agreed with the relevant senior officer for example providing particular service or issue-based briefing on service and other matters.</p>				

<sup>1</sup> a self-contained program or piece of software designed to fulfil a particular purpose; an application, especially as downloaded by a user to a mobile device

<b>No.</b>	<b>Recommendation</b>	<b>Responsibility</b>	<b>Original Date For Completion</b>	<b>Cabinet Member's Assessment</b>
<b>R05</b>	That the City Council's adult education service explores the potential for developing a course on active citizenship and democratic structures in the city.	Cabinet Member for Skills, Learning and Culture in conjunction with the Executive Members for Local Services	July 2015	Concluded
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
This recommendation is not feasible in current financial context, as the adult education service's limited resources are focused on core skills e.g. Maths and English and ICT skills and the curriculum for 2015/16 is set. However, there may be opportunities in the future to work with partners / others to deliver such training.				

<b>No.</b>	<b>Recommendation</b>	<b>Responsibility</b>	<b>Original Date For Completion</b>	<b>Cabinet Member's Assessment</b>
<b>R06</b>	Progress towards achievement of these recommendations should be reported to the Districts and Public Engagement Overview and Scrutiny Committee as an interim report in July 2015 with a final implementation report being presented in December 2015.	Leader	Interim progress report July 2015  Final implementation report December 2015	1 – Achieved (fully)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				

<b>Report of:</b>	<b>Leader</b>
<b>To:</b>	<b>Corporate Resources Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>8<sup>th</sup> September 2015</b>

## **Progress Report on Implementation:**

### ***Devolution: Making It Real***

#### **Inquiry Information**

Date approved at City Council:	8 <sup>th</sup> January 2013
Member who led the original review:	Cllr Lisa Trickett
Lead Officer for the review:	Benita Wishart, O&S Manager
Date progress last tracked:	-

1. In approving this inquiry the City Council asked me, as the appropriate Cabinet Member, to report on progress towards these recommendations to this Overview and Scrutiny Committee.
2. Details of progress with the remaining recommendations are shown in Appendix 2.
3. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.

#### **Appendices**

<b>1</b>	<b>Scrutiny Office guidance on the tracking process</b>
<b>2</b>	<b>Recommendations you are tracking today</b>
<b>3</b>	<b>Recommendations tracked previously and concluded</b>

#### **For more information about this report, please contact**

Contact Officer:	Ifor Jones
Title:	Service Director-Homes and Neighbourhood
Telephone:	0121 303 4595
E-Mail:	ifor.jones@birmingham.gov.uk

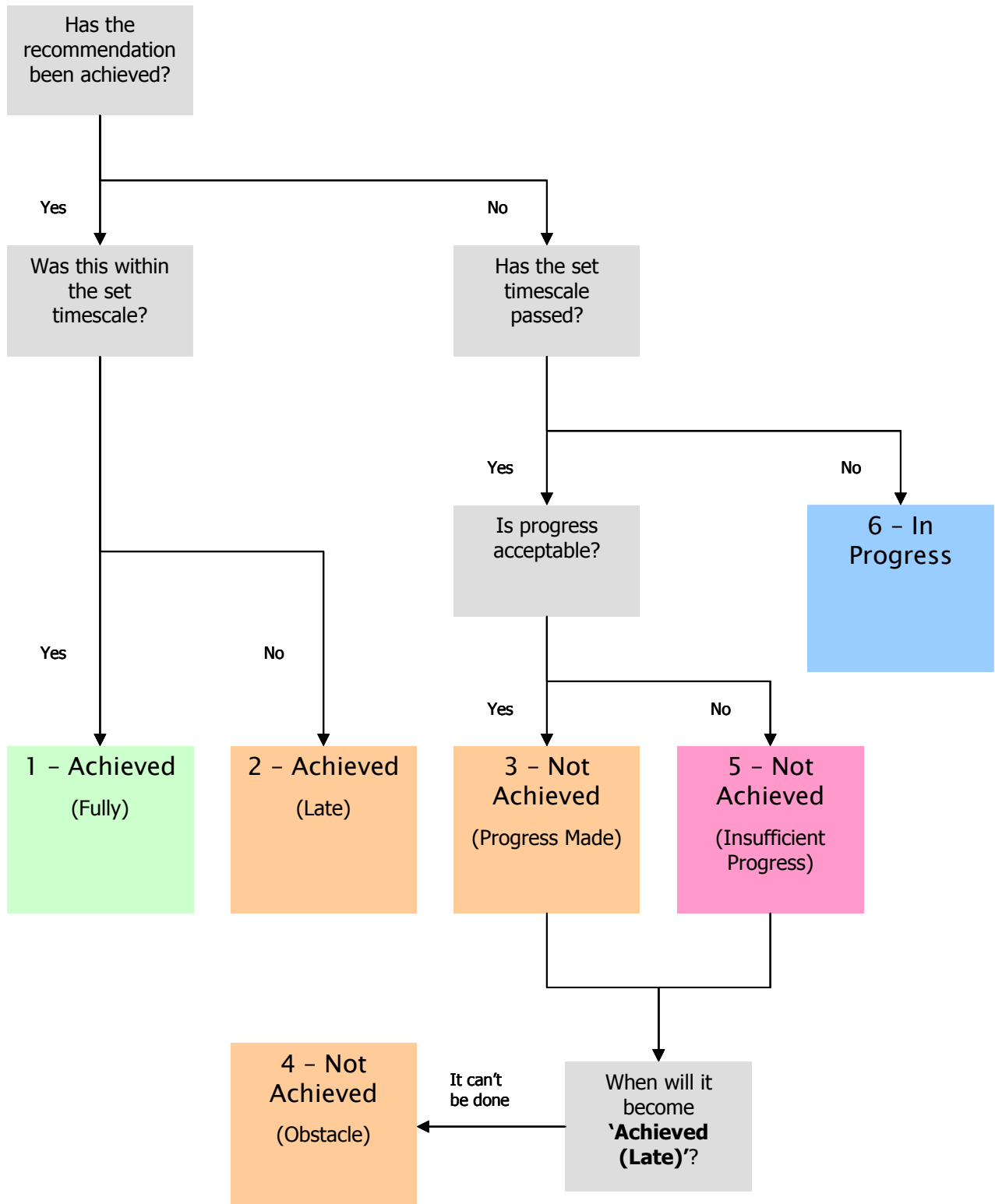
## Appendix 1: The Tracking Process

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
<b>1: Achieved (Fully)</b>	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
<b>2: Achieved (Late)</b>	The evidence provided shows that the recommendation has been fully implemented but not within the timescale specified.
<b>3: Not Achieved (Progress Made)</b>	The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement. <b>An anticipated date by which the recommendation is expected to become achieved must be advised.</b>
<b>4: Not Achieved (Obstacle)</b>	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).
<b>5: Not Achieved (Insufficient Progress)</b>	The evidence provided shows that the recommendation has not been fully achieved and there has been insufficient progress made towards full achievement. <b>An anticipated date by which the recommendation is expected to become achieved must be advised.</b>
<b>6: In Progress</b>	It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.

## The Tracking Process





## Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R04	<p>The Cabinet Member for Commissioning, Contracting and Improvement to ensure that:</p> <ul style="list-style-type: none"> <li>The procurement of services is a collaborative endeavour between the districts and corporate centre;</li> <li>Opportunities in any procurement reflect the differential requirements of place;</li> <li>Opportunities are identified to engage with third sector and citizens earlier in the process to establish needs and requirements and explore ways of delivering this; and</li> <li>Support is in place for locality commissioning.</li> </ul>	Cabinet Member for Commissioning, Contracting and Improvement	To be in place by March 2014	2: Achieved (Late)

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

Cabinet on 27<sup>th</sup> July agreed guidance for District Committees and Ward Committee / Forums – *Driving Forward the Community Leadership Role And Remit of the Council: Guidance for District Committees and Ward Committees / Forums*. This included reference to the remit of District Committees in shaping Community Plans which would set out clear priorities for community commissioning. In effect these Community Plans operating alongside the Council's corporate planning frameworks would provide a place based commissioning framework for commissioning activity within mainstream services and one off funding programme opportunities e.g. Big Lottery and European funding streams. It should be noted that District Committees are no longer directly responsible for the direct oversight of localised services and budgets but to shape community planning, influence locality commissioning and undertaking neighbourhood challenge.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R09	<p>The Leader and Executive Members for Local Services to improve information and knowledge flows, ensuring ward and district information can be shared with the corporate centre and the centre provides appropriate information broken down to localities by:</p> <ul style="list-style-type: none"> <li>Developing a "whole system whole place approach" with a common vision and clarity about decision-making;</li> <li>Developing an information platform to ensure better sharing of and access to data; and</li> <li>Investigating opportunities to share data with key stakeholders – building on community based budgeting and total place pilots.</li> </ul>	Leader and Executive Members for Local Services	<p>Action plan April 2013</p> <p>Implementation April 2014</p>	2: Achieved (Late)

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

A designated community planner will support district committees and executive members alongside input from intelligence teams within and beyond the council e.g. corporate intelligence team and public health, to ensure the production of robust data sets underpin districts' community planning processes, the dissemination of districts' needs and priorities citywide and similarly dissemination of city plans at a district level. This evidence base will also be utilised to help inform and evidence decision making thorough Cabinet Portfolios and Executive Members.

This is also picked up within the guidance agreed by Cabinet on 27<sup>th</sup> July (see above).

In relation to community based budgeting it is expected that District Committees will through their community planning process build up a profile of resources in their area e.g. public service budgets as well as non-financial resources (e.g. time banking, volunteering, corporate social responsibility) and how those can be used more effectively to meet priorities set out in community plans.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R10	<p>The Leader and Executive Members for Local Services to ensure learning is embedded within the devolution process through: Developing a learning and development process for devolution. This should:</p> <ul style="list-style-type: none"> <li>• Provide opportunities for Members and officers to learn, innovate, positively accept the risks that are intrinsic to innovation and challenge and draw upon Birmingham's Public Services Academy;</li> <li>• Ensure the reflections of previous scrutiny reports inform the recommendations as set out in this inquiry.</li> </ul>	Leader and Executive Members for Local Services	July 2013	2: Achieved (Late)

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

Three learning and development sessions have been held with District Chairs and Vice-Chairs (the last session also involved Scrutiny Chairs and Vice-Chairs) to aid understanding of the new constitution and how it work, and to explore new ways of working and share learning. The feedback from these sessions has been positive, with community planning already underway. One community plan currently in draft format makes reference to the spur this development process has provided to shape an early iteration of a plan for district committee consideration I the coming weeks.

A Know-how Guide for Effective Community Governance will be published in the autumn for all District members. A wider community leadership development programme is being shaped as part of the council's Future Council arrangements (Forward the Birmingham Way) and the agreed actions in the Improvement Plan. Learning will also be gleaned and shared following work proposed with Inlogov at the UoB. A wider member development programme is been developed, with a view to capturing opportunities for Members (including District Committee members) to learn and innovate.

The recommendations of this and other scrutiny inquiry reports (e.g. the Ward Committee report elsewhere on your agenda) have informed both the 27<sup>th</sup> July Cabinet report and the subsequent more detailed guidance.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R12	The Leader to work with Executive Members for Local Services to develop a performance management framework for existing service level agreements (SLAs) so that districts can gain better influence and operational control over the delivery of services operated	Leader and Executive Members for Local Services	July 2013	Concluded

	through SLAs; to also include a transparent reward and review system.			
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
As there are no longer SLAs between districts and the corporate centre, this recommendation has been concluded.				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R14	Executive Members for Local Services to work with the Deputy Leader to ensure that interface with citizens for service delivery (i.e. the first point of contact for a service) is fit for purpose, e.g. neighbourhood offices, call centre and web site, and reflect differential needs of people and place, taking into account the outcomes of the Governance, Resources and Member Development O&S customer services inquiry.	Deputy Leader and Executive Members for Local Services	Assessment of key changes required to deliver integrated local interface May 2013.  Cross cutting improvement plan – September 2013	Concluded
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
Work on customer services will be continued by your Committee in this municipal year. It is suggested that the issue of the need for differential needs to be reflected is picked up in the forthcoming inquiry.				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R15	The Leader and Executive Members for Local Services to develop the following standards: <ul style="list-style-type: none"> <li>Core standards to include the meeting of statutory requirements such as health and safety standards and a citizen entitlement to universal services such as refuse collection and street cleansing.</li> <li>Core standards need to relate to 'outcomes', where possible, as the offer or 'inputs' then should differ according to the needs and requirements of a locality. E.g. the characteristics of a built environment impact on cleansing and the characteristics of local worklessness and health inequalities will require different interventions.</li> </ul> In addition: <ul style="list-style-type: none"> <li>To develop differential locality standards (reflecting the specific needs of people and place) can be set by districts – to meet local priorities within available resources.</li> </ul>	Leader and Executive Members for Local Services	April 2013  To be incorporated into the district planning process  Subject to annual review  Committee will require regular reports on this.	Concluded

	<ul style="list-style-type: none"> <li>To develop an agreed city-wide civic entitlement setting out a minimum level of access to city-wide provision within available resources.</li> </ul>			
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The remit of District Committees is now about influencing and challenging how public services and plans are delivered, through the Neighbourhood Challenge, and to influence how resources (funding and non-funding based resources) to make a difference. Locality standards and priorities can be explored as part of the community planning process.</p> <p>The Birmingham Promise has been developed to provide basic citizen standards (your committee will receive an update on this at your November meeting)</p>				



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

**Chair:** Cllr Waseem Zaffar

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

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

### 1 Meeting Schedule

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



Date	Item	Officer contact
21 October 2015 1pm Committee Room 2	<i>Deputy Leader:</i> <ul style="list-style-type: none"> <li>Finance reporting</li> <li>Update on HR</li> </ul>	Jon Warlow, Director of Finance Jonathan Evans/Kathryn Cook, HR
	Council Tax Localisation	Chris Gibbs, Service Director, Customer Services
27 October 2015	Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> <li>To set out key priorities</li> <li><i>Tracking:</i> Council Commissioning and Third Sector Organisations</li> </ul>	Jon Lawton, Cabinet Support Officer  Nigel Kletz, Assistant Director Procurement
	<i>Report back on Golden Square (tbc)</i>	
10 November 2015	<i>Deputy Leader:</i> <ul style="list-style-type: none"> <li>To set out key priorities, including finance</li> <li><i>Tracking:</i> Service Birmingham</li> <li><i>Tracking:</i> Citizen Engagement</li> <li><i>Tracking:</i> Birmingham Promise (and report on targets within Birmingham Promise)</li> </ul>	Rebecca Grant, Cabinet Support Officer
8 December 2015	<i>Inquiry session: Customer Journey</i>	
19 January 2016	<i>To be confirmed: Performance of property portfolio (Deputy Leader)</i>	
	<i>To be confirmed: Children and Families with No Recourse to Public Funds – action plan update</i>	
	<i>To be confirmed: Acivico – Contract Performance Update – to be confirmed</i>	
9 February 2016	<i>Review of District and Ward arrangements</i>	
8 March 2016	Leader <ul style="list-style-type: none"> <li>To report on progress made over the year</li> </ul> Deputy Leader <ul style="list-style-type: none"> <li>To report on progress made over the year</li> </ul> Cabinet Member for Commissioning, Contracting and Improvement <ul style="list-style-type: none"> <li>To report on progress made over the year</li> </ul>	
12 April 2016	City Council meetings/agenda	TBA



## 2 To be Scheduled

- Birmingham Promise – review content for 2016/17 (December?)
- Birmingham Highways and Amey – Contract Performance Update
- Governance: Cabinet system
- Member development update

## 3 Other Meetings

### Call in Meetings

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*None scheduled*

### Petitions

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*None scheduled*

### Councillor Call for Action requests

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*None scheduled*

The Committee approved Tuesday at 1400 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

## 4 2016/17 – Programming Standard Items

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

Date	Item
June 2016	<ul style="list-style-type: none"><li>• Work programme discussion</li></ul>
July 2016	<ul style="list-style-type: none"><li>• Leader's Policy Statement (assuming presented to City Council the previous month)</li><li>• Financial monitoring: 2015/16 year outturn and month 1 monitoring</li></ul>
October 2016	<ul style="list-style-type: none"><li>• Financial monitoring: Early consideration of budget proposals and month 5</li></ul>
April 2016	<ul style="list-style-type: none"><li>• Financial monitoring: Month 10</li></ul>

## 5 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Corporate Resources remit.



ID Number	Title	Portfolio	Proposed Date of Decision
000309/2015	Considerations around a potential Combined Authority	Leader	21 September 2015
000317/2015	Winning Resources for Birmingham City Council Priorities – Standing Item	Leader	28 September 2015
000318/2015	Discharge of Accountable Body Arrangements for AMSCI – Standing Item	Leader	28 September 2015
000283/2015	Approval to Tender Strategy report – City Advertising Contract – P0258	Deputy Leader	10 September 2015
000246/2015	HS2 Programme Delivery Plan and Resource Requirement	Deputy Leader	21 September 2015
000389/2015	Appropriation of Parks Residential Properties into the Housing Revenue Account	Deputy Leader	21 September 2015
000550/2015	Acivico Ltd – Relocation Supporting Business Development & Growth	Deputy Leader	21 September 2015
000275/2015	Disposal of land at Redditch Road, Kings Norton, Birmingham for Retail Development	Deputy Leader	22 September 2015
000284/2015	Recommissioning Agency Provision for the Council	Deputy Leader	8 October 2015
000288/2015	ICT Investment and Strategy	Cabinet Member for Commissioning, Contracting and Improvement	11 September 2015
000307/2015	Building Birmingham 2015/6-Phase 2 BMHT New Starts Programme – Jarvis Road, Erdington and Radnor Road, Lozells	Cabinet Member for Commissioning, Contracting and Improvement	21 September 2015
000289/2015	Repair and Maintenance of Lifts in Council Buildings – P0280	Cabinet Member for Commissioning, Contracting and Improvement	30 September 2015
000291/2015	Recommissioning Transport Provision for Children with Special Educational Needs, Vulnerable Adults and Transport for use by Council Services and Schools	Cabinet Member for Commissioning, Contracting and Improvement	30 September 2015
000261/2015	Tender Strategy for the Sale of the Kick Start Residual Loan Portfolio (P0260)	Cabinet Member for Commissioning, Contracting and Improvement	18 November 2015





## Work Outline DRAFT

# The Customer Journey

## Corporate Resources Overview and Scrutiny Committee

Our key question:	What further work is needed to increase citizen satisfaction when making enquiries to, or requesting services from, the City Council?
1. How is O&S adding value through this work?	<p>Improving Customer Services remains a priority in the Leader's 2015 Policy Statement. It is also recognised within the Future Council as an important strand of work.</p> <p>The former Governance, Resources and Customer Services undertook work to support the improvement of customer services – most recently with the development of the Birmingham Promise.</p> <p>Nonetheless, when Customer Services commissioned independent analysis into citizen satisfaction during March/April 2014, it produced results of 49.4% satisfaction for contact centre services and 43.2% satisfaction for end to end delivery. BCC benchmarked these results against the Institute of Customer Service annual customer satisfaction survey that shows satisfaction with local councils at 62% compared to 72% for local services in the public sector.</p> <p>The Corporate Resources O&amp;S Committee is therefore seeking to investigate how these satisfaction scores can be increased.</p>
2. What needs to be done?	<ul style="list-style-type: none"><li>• To explore the "end to end process" of the customer journey that Birmingham citizens go through to understand what can be improved, including:<ul style="list-style-type: none"><li>○ Reporting</li><li>○ Processing</li><li>○ Actioning</li><li>○ Reporting back</li><li>○ When things go wrong – complaints / referring to elected members</li></ul></li><li>• To understand what the data the City Council collects tells us<ul style="list-style-type: none"><li>○ Customer satisfaction data with both calls and the end to end process</li><li>○ Sample ticket data (to choose, at random, a small number of enquiries logged by the Contact Centre and other receivers, and follow the progress of each enquiry through the process in the Council, but also (where possible) to engage with the customer)</li></ul></li></ul> <p>That this is done by looking at two service areas in detail:</p> <ul style="list-style-type: none"><li>• Waste management</li><li>• Council tax</li></ul>
3. What timescale do we propose to do this in?	<p>Scoping Session: 14<sup>th</sup> July 2015</p> <p>Evidence gathering: October to December (to include visits and 8<sup>th</sup> December</p>



# The Customer Journey

	public session) Reporting to City Council: Tuesday 2 <sup>nd</sup> February 2016
4. What outcomes are we looking to achieve?	Recommendations to the Executive to increase customer satisfaction

## Member / Officer Leads

Lead Member:	Cllr Waseem Zaffar
Lead Officer:	Emma Williamson/Jayne Power

## Time Frame for Core Phases of the Review

Meetings and evidence-gathering sessions:	October – December 2015
Drafting the report:	w/c 7 <sup>th</sup> December
Consideration of the draft report by the Committee:	w/c 14 <sup>th</sup> December
8-Day rule: Executive Comment:	18 <sup>th</sup> December - 8 <sup>th</sup> January 2016
Reporting to the City Council:	Tuesday 2 <sup>nd</sup> February 2016