

**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**

**CITY COUNCIL**

**TUESDAY, 01 DECEMBER 2015 AT 14:00 HOURS**  
**IN COUNCIL CHAMBER, COUNCIL HOUSE, VICTORIA SQUARE,**  
**BIRMINGHAM, B1 1BB**

**A G E N D A**

**1 NOTICE OF RECORDING**

Lord Mayor to advise that this meeting will be webcast for live or 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.

**5 - 16**

**2 MINUTES**

To confirm and authorise the signing of the Minutes of the meeting of the Council held on 3 November 2015.

**3 LORD MAYOR'S ANNOUNCEMENTS**

To receive the Lord Mayor's announcements and such communications as the Lord Mayor may wish to place before the Council.

**4 PETITIONS**

**(15 minutes allocated)**

To receive and deal with petitions in accordance with Standing Order 8.

As agreed by Council Business Management Committee a schedule of outstanding petitions is available electronically with the published papers for the meeting and can be viewed or downloaded.

**5 QUESTION TIME**

**(90 minutes allocated)**

To deal with oral questions in accordance with Standing Order 9(B)

- A. Questions from Members of the Public to any Cabinet Member or District Committee Chairman (20 minutes)
- B. Questions from any Councillor to a Committee Chairman or Lead Member of a Joint Board (20 minutes)
- C. Questions from Councillors other than Cabinet Members to a Cabinet Member (25 minutes)
- D. Questions from Councillors other than Cabinet Members to the Leader or Deputy Leader (25 minutes)

## 6 **ELECTION OF THE DEPUTY LORD MAYOR**

(5 Minutes allocated)

- (i) To elect a Deputy Lord Mayor for the remainder of the Municipal Year.
- (ii) To agree that the Deputy Lord Mayor receive the appropriate proportion of the Allowance as agreed at the Annual Meeting in May 2015.

## 7 **LEADER OF THE COUNCIL**

(10 Minutes allocated).

To receive an announcement from the current Leader of the Council.

## 8 **APPOINTMENTS BY THE COUNCIL**

(5 Minutes allocated).

- a) New Leader of the Council

Appointment of the Leader of the City Council, pursuant to Article 6.3 of the City Council's Constitution, until the Annual Meeting 2018 (or for up to the end of his/her term of office as a Member whichever is the shorter).

- b) Other Appointments

To make appointments to, or removals from, committees, outside bodies or other offices which fall to be determined by the Council.

## 9 **EXEMPTION FROM STANDING ORDERS**

The Labour Group Secretary to move an exemption from Standing Orders.

(Break 1615-1630)

## 10 **REPORTS OF THE EXECUTIVE**

(60 Minutes allocated (2x30 Minutes)).

**17 - 30**

**A) "BIRMINGHAM 2020 - FORWARD TOGETHER" A CONTRIBUTION  
TO A FUTURE VISION FOR THE CITY**

Presentation by the former Leader of the Council.

The new Leader will reply to the debate.

**31 - 44**

**B) EDUCATION AND SCHOOLS STRATEGY AND IMPROVEMENT  
PLAN AND EARLY HELP AND CHILDREN'S SOCIAL CARE SERVICES  
IMPROVEMENT PLAN 2015-17**

Presentation by the former Leader of the Council.

The new Leader will reply to the debate.

**45 - 46**

**11 MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS**

(90 Minutes allocated).

To consider the attached Motions of which notice has been given in accordance with Standing Order 4(A).





**MEETING OF BIRMINGHAM  
CITY COUNCIL  
3 NOVEMBER 2015**

**MINUTES OF THE MEETING OF BIRMINGHAM CITY COUNCIL HELD  
ON TUESDAY 3 NOVEMBER 2015 AT 1400 HOURS IN THE COUNCIL  
CHAMBER, COUNCIL HOUSE, BIRMINGHAM**

**PRESENT:-** Lord Mayor (Councillor Ray Hassall) in the Chair.

**Councillors**

Muhammad Afzal	Jerry Evans	Karen McCarthy
Mohammed Aikhlaj	Mohammed Fazal	James McKay
Deirdre Alden	Mick Finnegan	Gareth Moore
John Alden	Matthew Gregson	Yvonne Mosquito
Robert Alden	Peter Griffiths	Brett O'Reilly
Nawaz Ali	Andrew Hardie	John O'Shea
Tahir Ali	Roger Harmer	David Pears
Sue Anderson	Kath Hartley	Eva Phillips
Gurdial Singh Atwal	Barry Henley	Robert Pocock
Mohammed Azim	Penny Holbrook	Victoria Quinn
David Barrie	Des Hughes	Hendrina Quinnen
Vivienne Barton	Jon Hunt	Chauhdry Rashid
Bob Beauchamp	Mahmood Hussain	Habib Rehman
Matt Bennett	Timothy Huxtable	Carl Rice
Steve Booton	Mohammed Idrees	Fergus Robinson
Sir Albert Bore	Zafar Iqbal	Gary Sambrook
Barry Bowles	Ziaul Islam	Shafique Shah
Randal Brew	Kerry Jenkins	Mike Sharpe
Marje Bridle	Meirion Jenkins	Sybil Spence
Mick Brown	Simon Jevon	Claire Spencer
Alex Buchanan	Brigid Jones	Stewart Stacey
Sam Burden	Carol Jones	Ron Storer
Tristan Chatfield	Josh Jones	Sharon Thompson
Zaker Choudhry	Nagina Kauser	Paul Tilsley
Debbie Clancy	Tony Kennedy	Karen Trench
John Clancy	Ansar Ali Khan	Lisa Trickett
Lynda Clinton	Changeese Khan	Margaret Waddington
Lyn Collin	Mariam Khan	Anita Ward
Maureen Cornish	Narinder Kaur Kooner	Ian Ward
John Cotton	Chaman Lal	Mike Ward
Ian Cruise	Mike Leddy	Elaine Williams
Basharat Dad	Bruce Lines	Fiona Williams

## **City Council – 3 November 2015**

Phil Davis  
Peter Douglas Osborn  
Barbara Dring  
Neil Eustace

John Lines  
Keith Linnecor  
Ewan Mackey  
Majid Mahmood

Ken Wood  
Alex Yip  
Waseem Zaffar

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### **NOTICE OF RECORDING**

18563 The Lord Mayor advised that the meeting would be webcast for live and subsequent broadcasting via the Council's internet site and that members of the Press/Public may record and take photographs.

The whole of the meeting would be filmed except where they were confidential or exempt items.

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### **ELECTION OF THE DEPUTY LORD MAYOR**

It was moved by the Lord Mayor and -

18564 **RESOLVED:-**

That the election of the Deputy Lord Mayor be deferred to the December meeting as the Member who would take up the place of Deputy Lord Mayor, following the resignation of Councillor Shafique Shah, would be Councillor Mike Leddy who wished to stand for election as the Leader of the Council and it would, therefore, be appropriate to defer the appointment until the situation had been resolved.

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### **MINUTES**

It was moved by the Lord Mayor, seconded and –

18565 **RESOLVED:-**

That the Minutes of the Meeting of the City Council held on 15 September 2015, having been printed and a copy sent to each Member of the Council, be taken as read and confirmed and signed.

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### **LORD MAYOR'S ANNOUNCEMENTS**

#### **A. Death of Former Councillor Jean Cole**

The Lord Mayor referred to the death of former Councillor Jean Cole who served as a Councillor from 1976 to 1980 and from 1982 to 1986.

After a number of tributes had been paid by Members it was moved by the

Lord Mayor, seconded and

18566 **RESOLVED:-**

That this Council places on record its sorrow at the death of former Councillor Jean Cole and its appreciation of her devoted service to the residents of Birmingham; it extends its deepest sympathy to members of Jean's family in their sad bereavement.

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**B. MIPIM**

18567 The Lord Mayor informed the Chamber that the city had secured top billing in the 2015 Estate Gazette and MIPIM UK Awards last month when Birmingham won the coveted City of the Year title.

In addition Sir Albert Bore was awarded City Leader of the Year at the prestigious awards ceremony.

The Lord Mayor invited Members to join him in congratulating all who contributed to this great success for the city and Sir Albert Bore on his personal achievement, having served as Leader of this Council from 1999 to 2004 and from 2012 onwards.

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**PETITIONS**

**Petitions Relating to External Organisations Presented at the Meeting**

The following petitions were presented:-

(See document No 1)

In accordance with the proposals by the Members presenting the petitions, it was moved by the Lord Mayor, seconded and -

18568 **RESOLVED:-**

That the petitions be received and referred to the relevant organisations.

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**Petitions Relating to City Council Functions Presented at the Meeting**

The following petitions were presented:-

(See document No 2)

In accordance with the proposals by the Members presenting the petitions, it was moved by the Lord Mayor, seconded and -

18569 **RESOLVED:-**

That the petitions be received and referred to the relevant Chief Officers.

**Petitions Update**

The following Petitions Update was submitted:-

(See document No 3)

It was moved by the Lord Mayor, seconded and -

18570 **RESOLVED:-**

That the Petitions Update be noted and those petitions for which a satisfactory response has been received, be discharged.

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**QUESTION TIME**

18571 The Council proceeded to consider Oral Questions in accordance with Standing Order 9 (B).

Details of the questions asked are available for public inspection via the webcast.

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**APPOINTMENTS BY THE COUNCIL**

18572 No appointments were received.

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**EXEMPTION FROM STANDING ORDERS**

It was moved by Councillor Sharon Thompson, seconded and

18573 **RESOLVED:-**

- (i) That, pursuant to a CBM discussion, Standing Orders be waived as follows:
    - Allocate 10 Minutes for item 9 (Report of the Council Business Management Committee – Supplementary Report of the Independent Remuneration Panel);
  - (ii) that it was further moved by Councillor Sharon Thompson, seconded and agreed as follows:
    - Extend the time for item 10 (Motions for Debate from Individual Members) from 90 minutes to two hours.
-



**SUPPLEMENTARY REPORT OF THE INDEPENDENT REMUNERATION PANEL**

The following report of the Council Business Management Committee was submitted:-

(See document No 4)

Councillor Sir Albert Bore moved the Motion which was seconded.

A debate ensued to which Councillor Sir Albert Bore replied.

The Motion was put to the vote and by a show of hands was declared to be carried.

It was therefore –

18574 **RESOLVED:-**

That the recommendations made by the Independent Remuneration Panel on page 3 of the supplementary report be accepted and back dated to apply from 19 May 2015.

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**ADJOURNMENT**

It was moved by the Lord Mayor, seconded and

18575 **RESOLVED:-**

That the Council be adjourned until 1615 hours on this day.

The Council then adjourned at 1555 hours.

At 1625 hours the Council resumed at the point where the meeting had been adjourned.

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**MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS**

The Council proceeded to consider the Motions of which notice had been given in accordance with Standing Order 4(A).

**A. Councillors Randal Brew and Debbie Clancy have given notice of the following Motion:-**

(See document No 5)

Councillor Randal Brew moved the Motion which was seconded by Councillor Debbie Clancy.

A debate ensued during which it was suggested that the date to change the current system should be 2017-18

Councillor Randal Brew replied to the debate and indicated that he was willing to amend the date to change the current system from 2016-17 to 2017-18.

The Motion, as amended above, having been moved and seconded was put to the vote and by a show of hands was declared to be lost.

Here upon a poll being demanded the voting, with names listed in seat number order, was as follows:-

(See document No 6)

Councillors Gurdial Singh Atwal, Mahmood Hussain and Mike Leddy indicated that they wished to be included as having voted against the Motion as amended.

Therefore, the total results referred to in the interleave should read:-

Yes – 38 (For the Motion as Amended);

No – 61 (Against the Motion as Amended);

Abstain – 0 (Abstentions).

It was therefore -

18576 **RESOLVED:-**

That the Motion, as amended in the pre-amble, was declared to be lost.

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**B. Councillors Karen Trench and Jon Hunt have given notice of the following Motion:-**

(See document No 7)

Councillor Karen Trench moved the Motion which was seconded by Councillor Jon Hunt.

In accordance with Council Standing Orders, Councillors Barbara Dring and Alex Buchanan gave notice of the following amendment to the Motion:-

(See document No 8)

Councillor Barbara Dring moved the amendment which was seconded by Councillor Alex Buchanan.

In accordance with Council Standing Orders, Councillors Gareth Moore and Alex Yip gave notice of the following amendment to the Motion:-

(See document No 9)

Councillor Gareth Moore moved the amendment which was seconded by Councillor Alex Yip.

A debate ensued.

Councillor Karen Trench replied to the debate.

The first amendment having been moved and seconded was put to the vote and by a show of hands was declared to be carried.

Here upon a poll being demanded the voting, with names listed in seat number order, was as follows:-

(See document No 10)

Councillor Mike Leddy indicated that he wished to be included as having voted in favour of the Motion as amended.

Councillor Deirdre Alden indicated that she wished to be included as having voted against the Motion as amended.

Therefore, the total results referred to in the interleave should read:-

Yes – 76 (For the Motion as Amended)

No – 20 (Against the Motion as Amended)

Abstain – 2 (Abstentions)

The second amendment having been moved and seconded was put to the vote and by a show of hands was declared to be carried.

The Motion as amended having been moved and seconded was put to the vote and by a show of hands was declared to be carried.

It was therefore -

18577 **RESOLVED:-**

Council notes with concern the growing number of Fixed Odds Betting Terminals (FOBTs) in betting shops, allowing gamblers to bet, by debit card, sums of up to £100 a time.

Council also notes estimates by the Campaign for Fairer Gambling that £152.5 million a year is spent on those machines in Birmingham annually by means of cash or debit withdrawals, resulting in losses of £29.1 million. Further that based on the number of betting shop licences, there are in the region of 650 of these machines in operation in the city and 27,000 players, of whom some 5,953 are estimated to be “at risk” by the Gambling Commission.

Council supports measures to bring these machines in line with the rules for fruit machines, which restrict maximum bets per spin to £2.

This Council believes that the increase in FOBTs is causing significant problems and believes that the Government should either use the existing legislative framework, or introduce legislation to outlaw B2 casino games in betting shops.

It calls for Local Authorities to be given effective powers to protect the local amenity and wellbeing of communities by

- (1) limiting the proliferation of betting shops; and
- (2) reducing the maximum stakes and slowing down the speed of play.

This Council notes that the Gambling Commission has this year amended its guidance to Local Authorities, and has changed its Licence Conditions and Codes of Practice for operators. These new provisions will allow for a Local Area Profile to be created to map gambling-related risks in Birmingham, and can include the following categories:

- Mental health prevalence
- Significant ethnic groups
- Significant life stages (e.g. children or emerging adults)
- Financial and debt problems
- Housing instability
- Alcohol consumption
- Employment and income

This Council therefore requests:

1. That the Chief Executive writes to Tracey Crouch MP, the Minister responsible for gambling, recommending a reduction in the maximum bet per spin on FOBTs from £100 to £2.
  2. That the Chief Executive writes to Sir Robin Wales, the Mayor of the London Borough of Newham, to re-affirm this Council's support for Newham's proposal under the Sustainable Communities Act, which calls upon the Government to reduce the maximum bet per spin on FOBTs to £2. In doing so, Council notes with regret that the Government rejected Newham's proposal on 16 July 2015 and further requests that the Chief Executive confirms Birmingham City Council's support for any appeal that Newham intends to make against the Government's decision.
  3. That the Chief Executive instructs officers to put together a Local Area Profile map for Birmingham to assist with tackling the proliferation of betting shops and other gambling premises, and that this be done so that it can be included within the City Council's Statement of Gambling Principles as soon as possible.
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**C. Councillors Sir Albert Bore and Ian Ward have given notice of the following Motion:-**

(See document No 11)

Councillor Sir Albert Bore moved the Motion which was seconded by Councillor Ian Ward.

In accordance with Council Standing Orders, Councillors Robert Alden and Gary Sambrook gave notice of the following amendment to the Motion:-

(See document No 12)

Councillor Robert Alden moved the amendment which was seconded by Councillor Gary Sambrook.

A debate ensued.

Councillor Ian Cruise declared an interest as a member of the Prison Officers' Association.

Councillor Jon Hunt declared an interest as a member of a union that was not affiliated to the Labour Party.

Councillor Kerry Jenkins declared an interest as a member and employee of Unite.

Councillor Deirdre Alden raised a point of order regarding the declaration by Councillor Kerry Jenkins and the Director of Legal and Democratic Services advised thereon.

Councillor Sir Albert Bore replied to the debate.

The amendment having been moved and seconded was put to the vote and by a show of hands was declared to be lost.

Here upon a poll being demanded the voting, with names listed in seat number order, was as follows:-

(See document No 13)

Councillor Mike Leddy indicated that he wished to be included as having voted against the amendment.

Therefore, the total results referred to in the interleave should read:-

Yes – 24 (For the Amendment)

No – 70 (Against the Amendment)

Abstain – 4 (Abstentions)

The Motion having been moved and seconded was put to the vote and by a show of hands was declared to be carried.

Here upon a poll being demanded the voting, with names listed in seat number order, was as follows:-

(See document No 14)

Councillors Mike Leddy, Majid Mahmood and Anita Ward indicated that they wished to be included as having voted for the Motion.

Councillor Meirion Jenkins indicated that he wished to be included as having voted against the Motion.

Therefore, the total results referred to in the interleave should read:-

Yes – 67 (For the Motion)

No – 26 (Against the Motion)

Abstain – 5 (Abstentions)

It was therefore -

18578

**RESOLVED:-**

This Council recognises the positive contribution that trade unions and trade union members make in our workplaces. The Council values the constructive relationship that we have with our trade unions and we recognise their commitment, and the commitment of all our staff, to the delivery of good quality public services.

The Trade Union Bill proposed by Government will give Government wide ranging powers to impose changes on how this Council works with unions to manage relations in the workplace. Plans include:

- preventing public sector employers from running “check off” systems to deduct union subscriptions from the payroll;
- requiring all public sector employers to publish detailed annual reports recording how many union officials are employed by the authority, what proportion of the pay bill is allocated in total to union facilities and how much the public authority spends on specific union activities;
- controlling the amount of money each or any public authority can invest in collective bargaining and social partnership forums, on union health and safety reps and even union learning reps who work with employers to raise skills and training opportunities;
- revising contracts of employment and collective agreements which have been agreed by the public authority with their staff and unions;

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- intervening to cap the amount of money each authority can spend on facility time.

The Council is surprised and disappointed that we are to lose the autonomy to take our own decisions around these important areas for employee engagement, particularly given the Government's rhetorical commitments to the localism agenda. We call on the Government to think again on these plans.

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The meeting ended at 1843 hours.





# **“Birmingham 2020 - Forward Together”**

**A contribution to a future vision for the city**

**November 2015**

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## **Birmingham, Forward, Together**

*Birmingham's motto is "Forward". Since 1838, as a city, we have been innovating and evolving to the benefit of residents and the next five years, to 2020, will be our biggest challenge yet.*

*Our vision, in the face of austerity, is for everyone who calls Birmingham "home" to have a happy, healthy life here. We want everyone to have access to a decent affordable home, a good job, a great school for their children and extra help if they need it.*

*To unleash our city's full potential, we need a city with a strong economy, successful communities, and thriving neighbourhoods. And we need a modern council that works with all the people, partners and organisations across the city.*

## Where do we want Birmingham to be in 2020?

We are engaged in a wide debate with a range of partnership groups to refine our shared vision for the city. The following is a contribution to that vision from the city's elected leaders and illustrates how the council will support it.

Our overall mission is to help create a fairer, more prosperous and more democratic city. Within those broad goals we want to see a city with:

### **A strong economy**

- An enterprising, innovative green city delivering sustainable growth, meeting the needs of the population and strengthening Birmingham's global standing
- A living wage that generates value locally, prosperity shared and the distinct and different strengths of our communities harnessed. Employment is the route to independence and out of poverty
- The potential for waste to be a resource, energy use optimised and sustainable housing, skills and employment pathways supported by infrastructure and transport links
- An integrated skills system that reduces the skills gap, supports employers to take on people furthest from the labour market and drives down unemployment

### **A modern council**

- Citizens accessing council services through a one contact approach which aims to get it right first time. The council does what it says it will do when it says it will do it, puts people first, endeavours to achieve excellence and acts openly and honestly, and where there is accountability when things go wrong
- A council that provides value for money and where duplication is eradicated. The City Council and the Combined Authority are strategic influencers, rather than always being direct providers of services

### **Safety and opportunity for all children**

- Every child having a fantastic childhood and the best preparation for adult life. Children will benefit from an integrated early years and health service, and be well prepared to start formal education

- Every school rated good and working together in the Birmingham Education Partnership, and with the council, parents and other partners innovating and further improving them
- Families and children receiving targeted help as early as possible to overcome whatever issues are in their way and, if needed, with a team of great social workers and specialists to help the child and their family further
- Special educational needs and disability services focused on enablement and personalised to each family

### **A great city for young people**

- No young person left behind, and education and employment used to address inequality and introduce fairness; where vocational and technical skills are as accessible and valued as academic ones; and young people are given the very best in careers advice and exposure to the world of work

### **Thriving local communities**

- More and more citizens accessing the life, economy and benefits of living in Birmingham, from employment to leisure and culture; where citizens have an entitlement to specified services in their communities and can enjoy a vibrant cultural offer driven by arts and culture organisations, not the City Council
- Libraries, learning centres and community hubs that provide the essential community services and one front door for City Council services, all of which are focused on learning and increasing residents' independence
- Every citizen living within a strong and cohesive community which values and supports each of its members, and is empowered to influence the services and decisions affecting their neighbourhood. Everyone feels they belong and shares the benefits of living here.

### **A healthy, happy city**

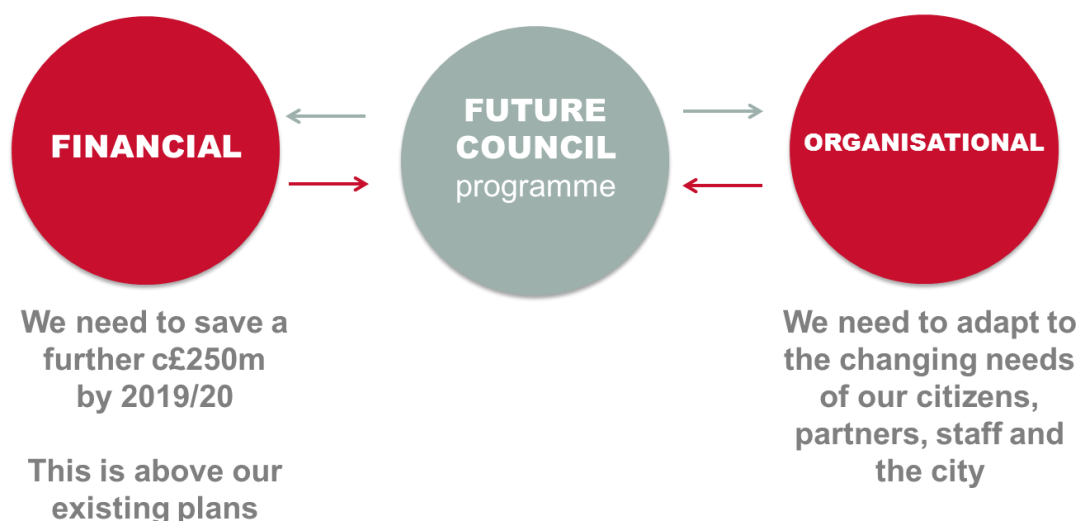
- Citizens having a high quality of health and same life expectancy irrespective of where they live in our city
- Every citizen accessing an affordable and decent home
- Vulnerable citizens feeling safe, living with dignity and independence and having engaged lives in their communities; citizens have access to fully integrated health and social care services that help maintain independence and provide care to those who need it

- A seamless health and social care provision so people can get the service they require or the correct information and advice in one place, with people who need services able to access the services they need irrespective of who the provider is
- Citizens having greater control and independence and making informed choices about who they want to provide the care and support they require and where they want it provided; with all citizens who have an assessed, eligible care need have access to either a direct payment or individual budget
- Sports and physical activities that contribute to people's health and wellbeing and delivered in partnership with others, where parks and open spaces are maintained and enhanced to enable citizens to improve their health and quality of life.

*Our vision is simple, but delivering it will only be possible with everyone in our city working together. To succeed in 2020, collaboration and innovation will have underpinned our actions and been the root of the city's success and our response to austerity.*

*Together we can move Birmingham forward.*

## Birmingham 2020 – the Future Council: why do we need to change?



We must respond to several key trends if we are to design a council that can live up to our values in changing times.

- By 2020 the City Council may be operating with a dramatic fall in income it had in 2010, because of withdrawal of government grant. Spending on local government services will be significantly lower for the foreseeable future, whilst spending across the whole public sector is not falling, due to extra costs in other service areas. We need a new, joined up way of running our local services
- Developments in information technology are opening up new ways for people to access services and information, take control of their lives and engage with their communities
- The population of the city overall is becoming younger and more diverse whilst at the same time there are increasing needs for social care across all age groups. The huge diversity of the city means it is no longer possible or desirable to just provide standardised services
- The economy is slowly recovering from the long recession and there are skills shortages in some sectors. The city as a whole still has a low level of skills and a skills gap at the higher levels. For too many, the economy offers only low paid and low skilled jobs and economic insecurity. This has a knock on effect on social security costs and all public services.
- At the same time, many people expect much more flexibility and choice and some traditional public services are no longer relevant to many. Attitudes to public services inevitably vary between those that depend on specialist services

and those that consume them in a more discretionary way or make use only of universal services.

## How we will change

- **We start with the outcomes we want to achieve.** The work that we do and how we do it must be based on the outcomes we want to achieve not the functions, services and buildings we have inherited. In designing our organisation we will see the council's services and resources as just some of the tools the city has to achieve those outcomes.
- **Partnership is the way we achieve our goals.** Big challenges need partnership solutions – because no one organisation has the power to address them alone. We will be a partnership based organisation because we are ambitious for the city.
- **The purpose of government is to empower others to achieve their goals.** It invests in building stronger and more resilient people, families, organisations and communities so that both our shared and our individual goals can be achieved. We will build a partnership between city council and communities in which each supports the other.

### The design principles

- We will take a Whole Place, Whole City view - the future approach will be based on partnerships and influence.
- We will target our resources on our key priorities and outcomes.
- We will focus on reducing or preventing future need and better managing current demand pressures.
- We will promote the independence of citizens.
- We will operate at three levels – regional, city, and local.
- We will have a variety of delivery models for services with no presumption that the council should be the direct deliverer.
- We will have flexible and adaptable workforce - whether directly employed or delivering on our behalf.
- We will govern ourselves in a way that aligns with our political and organisational values.



## The Roles of the Council: Triple Devolution

City government is complex and multi-level and in the future it will need to better reflect the diverse activities required to balance a city's role in the global economy with local place shaping and community leadership with an integrated set of governance relationships that can serve the needs of a whole city from the functional economic region down to the local neighbourhood.

We have established the triple devolution framework for the future of city government in Birmingham and the city region that will guide the Future Council design work. In the years ahead, our public services and political leadership will operate at three levels, characterised by three new ways of working.

**The city region** – with fiscal and policy-making powers devolved from central government and exercised collectively by the member councils. The initial focus of the West Midlands Combined Authority will be on economic development, transport, regeneration and skills. Support resources in the fields of economic intelligence, investment planning, skills and local regeneration will be pooled. The Combined Authority will also be part of future public service reforms, potentially including employment and skills, integration of health and social care around individual needs and further reducing elements of youth offending.

**The city** – with a more strategic role to oversee the integration of local services and provide leadership to the city itself. We will develop in partnership with other public bodies a “whole place” budget for the city so that we can align spending priorities across the public sector. A core City Council resource will be needed to support strategic planning and leadership (policy, research, commissioning, performance management, financial planning) and the council's regulatory functions (planning, licensing, consumer and environmental protection) and there will also be an integrated, efficient support services function (finance, human resources, legal advice, payment and revenue systems, contact centre).

**The neighbourhood** – where elected representatives will work with others in the community to provide community leadership and where most local services will be provided in new ways. New local service hubs will be developed to provide integrated neighbourhood services in a responsive, efficient way, focused on the needs of different local places in the city. We will develop an integrated place management approach, which brings together housing, environmental and other services. Housing will be central to this vision because it is the bedrock of people's lives and their communities.

Members' leadership role will need to operate at each of these three levels, and this could bring with it significant changes to current governance arrangements.

## Our approach to spending reductions

### Managing demand to meet needs better

Our vision of the Future Council is for services and functions to be redesigned constantly to ensure they adapt more effectively to changing needs and resources in the future – making it a “demand focused” organisation.

We must accept that **all public services in the city will have to actively manage demand rather than passively responding to it**. This changes how we interact with people and how we plan and manage our services. We need to:

- Have better intelligence and planning for needs
- Actively plan to avoid unnecessary service pressures and focus on helping people to address their own needs
- Provide better access and reduce multiple contacts, solving issues fully and effectively first time instead of only dealing with some of the problem
- Take collective responsibility as a whole public service system, not passing the job to someone else and thinking the job is done.

This requires an organisation that makes best use of information and analysis and manages performance more effectively.

### The Council as enabler, provider of services and employer

- Where appropriate we will still directly deliver quality services, but commissioning services from others will be an increasingly important part of our ability to help people meet their needs. We will **prioritise direct spend and delivery in areas of need, low skill levels and high deprivation**
- **The focus will be on services not buildings.** There is no assumption that activities will be based in current buildings. The location and ownership of buildings will be bespoke to each neighbourhood. We will **rationalise office space** further and co-locate with others, with all strategic functions being delivered in just one or two locations.
- The cuts will necessitate a **significantly reduced workforce**. This workforce will need to be **agile and use technology to enable and facilitate mobile working**.

Five key themes are being adopted to help shape the budget reductions in line with the demand management focus.

## **Preventing family breakdown**

Preventing family breakdown gives children a better chance in life. Targeted Family Support helps families solve problems. Better quality social work with families with high needs helps improve parenting, reduce conflict and the need for children coming in to care. Good care planning, including fostering provision, helps children who do need to come into care find permanent families quickly.

## **Maximising the independence of adults**

A significant proportion of demand from older adults can be prevented or delayed by improving resilience and maximising independence. This will be done through targeted support across a redesigned health and social care system, pooling budgets with the NHS and enabling significant savings in acute services for reinvestment in prevention.

## **Sustainable neighbourhoods**

Creating a more sustainable environment reduces costs and is better for the health and wellbeing of residents. Changing citizen and business behaviours to reduce waste and increase recycling rates will have direct cost savings for the Council. But we must make sure our services get it right first time before we can expect citizens to change their behaviour. We must combine enforcement, education and community ownership of cleaner streets.

Our Open for Learning strategy will protect front-line services and remove their reliance upon unfit for purpose buildings so that we can focus on the service delivery, learning and skills - focusing money on service delivery not buildings.

Libraries, adult education, youth services, early years and school services will combine to provide a single access point for council services, focused on learning and skills.

Working with other partners – housing associations, voluntary organisations and community groups will ensure that local services are properly joined up and co-ordinated, with a ‘whole place’ approach to neighbourhoods, where collaboration and shared resources deliver the best outcomes for local people.

## **Growth and jobs**

Sustainable economic development activity and support to job creation, skills training and sustainable business growth can impact greatly on the prosperity and wellbeing of the city and lead to a reduction in demand across a whole swathe of public services. Further, this will have an even more direct impact on our income through the local retention of growing business rates. The future will be framed by collaborative working at a regional and sub-regional level.

Achieving good educational outcomes starts at an early stage and therefore we need to make our children “school ready” for early years and at key transition points in their educational career, and “work ready” by the time they leave school. This demands better consideration of equality and inclusion and a single strategy to better manage transition points where no-one gets left behind, tailored to the needs of vulnerable individuals and the economy.

### **The changing workforce**

Our direct workforce will be substantially smaller reflecting that outcomes and services will be delivered through new models where staff are not necessarily employed directly by the Council. The core workforce will be working more flexibly with better technology support and different skills and capabilities. There are two main areas: those options not requiring contractual changes and those that do require a contractual change. These options are in addition to current workforce planning activity.

## The Big Shifts: how our City Council will change

One way to think about how our council will look in the years ahead is to think about the big changes that we will see. The new focus outlined above will mean a number of “big shifts” including:

- From an all-purpose council to a strategic council, working with others to deliver fewer, predominantly targeted services
- From big to medium size employer - fewer staff (and fewer councillors)
- From fixing problems later to earlier targeted prevention
- From running services to influencing service provision - from service provider to service gateway
- From single tier to multi-level city government – the Triple Devolution Model
- From just responding to demand to understanding and appropriately influencing demand
- From council-led to partnership-led
- From top down service management to arms-length, citizen-focused and responsive services (whether in-house or external)
- From small numbers of big providers to a diverse network of providers
- From investment in internal capacity to investment in community capacity
- From extensive asset ownership to using our assets to enhance others’ capacity to deliver
- From extensive administrative support to a small core, sharing intelligence and supporting strategic and community leadership
- From dedicated services to shared services – both back office and frontline – without presumption that Birmingham City Council is the direct deliverer
- From departmentalised support services to a single support services function (which may be shared or externalised)
- From 2000 IT to 2020 IT – new, agile solutions and new providers
- From a reactive member role to a proactive one which finds solutions and offers community leadership.

## Help us shape our vision

The vision for the Future Council will evolve and more detailed plans will be brought forward over the years ahead and we want everyone in the city to be able to engage in that process. This paper is a contribution from the elected leadership of the city. It sets the direction of travel, but it is not the end of the story.

We will engage with a wide range of stakeholders to develop this vision further. It must be a vision that belongs to all the people of the city.

We have started this engagement through a number of “take the council to the people” workshops across the city. A separate report is available which summarises the initial messages from those events.

Over the months and years ahead there will be numerous opportunities for people to get involved in developing the vision further, through events in specific places or looking at specific services and through a range of online and social media channels. Throughout this process we will welcome events, discussions and contributions organised by others and we will take on board the input you want to make.

This will include engagement with the opposition political parties on the City Council. This paper sets a vision from a Labour-led administration and it is important that it reflects the democratic outcomes of local elections. But there will also be core principles and aspects of change that can be accepted across all parties and we will explore those with them.

If we are to change the council in the ways we set out in this paper then we must also change the way we make those changes.

## REPORT OF THE IMPROVEMENT QUARTET: COUNCILLOR SIR ALBERT BORE, COUNCILLOR BRIGID JONES, MARK ROGERS AND PETER HAY

### EDUCATION AND SCHOOLS STRATEGY AND IMPROVEMENT PLAN

#### 1. Where have we come from?

1.1 In response to a series of reports that identified serious safeguarding and governance concerns in a number of Birmingham schools in 2014, prompted by the “Trojan Horse” letter, the Education and Schools Strategy and Improvement Plan was agreed with the Education Commissioner, Sir Mike Tomlinson, and signed off by the Improvement Quartet on 1 December 2014. A programme of work was launched at that point, with the approved document as its baseline.

1.2 The strategy was based on the following 3 strands of work:

**Getting the Basics Right:** ensuring that robust systems to underpin effective safeguarding and governance of schools are in place.

**Positioning the Council:** focussing the work of the council on delivering its core statutory education duties. This includes strengthening oversight and strategic leadership of schools and the education service.

**Improvement through Partnership:** promoting innovation, improvement, attainment and overall resilience through new models of collaboration and system leadership with all partners working with children and young people.

1.3 This was to be delivered via 11 workstreams:

1. Safeguarding in Schools.
2. Strengthening School Governance.
3. Our Leadership in Education.
4. Improving our Schools.
5. Local Leadership and Accountability.
6. Alternative Delivery Models.
7. Special Education Needs and Disabilities.
8. Educational Infrastructure.
9. Early Years Provision.
10. Recruitment & Retention.
11. Communications.

- 1.4 The programme was subsequently expanded (in July 2015) to cover workstream 12: Equality and Community Cohesion.

## 2. What have we achieved?

- 2.1 The programme has made strong progress on the delivery of the original 134 actions (and the 18 actions added for workstream 12).

- 2.2 The following priorities have guided this work:

- strengthening safeguarding in schools.
- improving governance in schools.
- developing a new way of working so that all data available on schools is analysed and in the round rather than silos via the new Education Data Dashboard (EDD).
- commissioning the Birmingham Education Partnership (BEP) to deliver the Council's duties under the Schools Causing Concern guidance and broader school improvement work.
- the delivery of a Curriculum Entitlement Statement (including the underpinning legal framework and guidance) for Birmingham schools in September 2015 to ensure that school leaders and governors are fully supported in dealing with any pressures to narrow the curriculum.

- 2.3 The **Birmingham Education Partnership (BEP)** is a school-led organisation, working to build a robust and ambitious system of continuous improvement, building on existing strengths amongst Birmingham schools and school leadership. BEP will ensure that no school is isolated or unsupported. BEP will also have a developing safeguarding role and will work with early help and children's social care to improve the whole system. The City Council has commissioned BEP to deliver the school improvement function from September 2015. The Council is offering full support to BEP over this term to ensure it gets off to a strong start.

- 2.4 The **Education Data Dashboard (EDD)** has been used within the Council since April 2015 (for the cross-cutting examination of schools where there is a range of risks and potential vulnerability). The dashboard includes a wide range of hard and soft data and, for the first time, pulls this together into one place. A version of EDD went live at the beginning of September to support all service areas including BEP delivery. The EDD was shared with schools in Birmingham at a major event at the National Motorcycle museum in June 2015 and since September 2015 the Council data held within EDD for individual schools has been shared with each school.

- 2.5 **The Birmingham Curriculum statement** was sent out to schools at the start of the new term in September 2015 with an introduction from the Cabinet Member for Children's Services and a clear expectation that it is adopted by all schools.

- 2.6 **The Council has improved communications with schools** and launched a new School Noticeboard published every week during term time. The first edition included a document summarising the Council's Core Education Offer to schools. The Council's traded services to schools offer will be rolled out by All new headteachers in the city are



now contacted and visited by a senior officer within the first months of the school year. All new heads, including acting heads, are invited to the successful Headteacher Induction programme.

- 2.7 Effective working relations with DfE, West Midlands Regional Schools Commissioner (RSC), the Education Funding Agency (EFA) and OfSTED have been improved by the establishment of the **Education Improvement Group (EIG)** which meets monthly in Birmingham. Senior representatives from all agencies meet to ensure partners are fully briefed on progress delivering the Improvement Plan and to assess progress with the 21 schools inspected during the Trojan Horse round in 2014. Additionally, where there are shared concerns and risks in other schools/academies judged to require improvement or special measures, risks and actions are considered and planned together. The Chief Executive of BEP now attends these meetings. Additionally, where there are concerns regarding individual governors or members of staff in schools, there is regular contact between the Council and the DfE Due Diligence and Counter Extremism Group (DDCEG) to ensure a joined up approach to managing risk.
- 2.8 The programme has had a strong focus on output delivery in year one. By the end of October the programme was reporting 85% completed actions overall, with strong progress maintained for the priority areas of safeguarding (98%) and governance (97%). For year two, from January 2016, the emphasis moves towards embedding the programme, ensuring sustainability and assessing impact and securing outcomes.
- 2.9 The Council has commissioned DfE advisers to undertake an early review of the impact of the work to improve safeguarding and governance. Their recommendations have been incorporated into the programme to improve the delivery of these themes. They continue to offer support to the workstream leads for safeguarding and governance. It is recognised that the former area is over-dependent on a small number of posts to sustain safeguarding and resilience and this is being addressed by looking at extra resources in these areas.
- 2.10 A major LGA Peer review of the programme took place 16-20 November 2015 to test the progress and impact of the programme via extensive fieldwork with headteachers, chairs of governors, school business managers and a range of external partners. Feedback will be used to inform the next set of improvement actions.
- 2.11 A survey of schools' views of the Council's education services was introduced in autumn term 2014. For the first time in summer term 2015, there were significant improvements in the percentage of schools which view leadership of education and the delivery of school improvement via BEP as effective or highly effective.
- 2.12 The Council has established improved communications around clarity on the Core Offer and Traded Services.
- 2.13 In year one the strategy and plan has made strong progress completing deliverables and making changes during 2015.

### 3. What next?

- 3.1 In order to ensure that BEP's work on school improvement is held to account by the Council, the contract will be monitored carefully with new arrangements in place by February 2016.
- 3.2 Work to improve the functioning of the **Schools Forum** is also underway. There is a three point action plan that addresses:
- the introduction of a strategic overview of how schools in Birmingham are performing.
  - improving and quality assuring finance papers with the support of EFA.
  - improving relationships between members of the Schools Forum and officers.
- 3.3 Work continues to establish full clarity on the use of the Dedicated Schools Grant and Education Services Grant.
- 3.4 Additionally, the Council's Audit team has begun a schedule of review work with schools to test good practice relating to safeguarding, governance and finance, with termly reports due as the reviews take place. This work started in September 2015, with a plan to have visited all Council maintained schools within 3 years.
- 3.5 It is anticipated that there will be a Local Authority School Improvement inspection, by summer term 2016, and that will test progress of the newly commissioned contract with BEP.
- 3.6 Long term leadership of the education service will be secured by the appointment of a permanent Executive Director of Education. The interim Executive Director of Education will continue for the full school year 2015/16 to ensure there is a strong handover and continuity of approach.
- 3.7 Now that the Improvement Plan actions are largely in place and, overall, Birmingham's maintained schools and academies are safer places, there is a stronger focus on identifying risks to children in other education settings such as independent schools. In September, the City Council met with DfE, RSC and OfSTED to discuss and form an action plan regarding risks in the city's independent schools. All independent schools in the city are being invited to a meeting with the Education Commissioner, Interim Executive Director of Education and colleagues from safeguarding and community cohesion. OfSTED inspections have revealed further risks this term. A similar meeting with the leaders of supplementary schools is planned.
- 3.8 The Council and the Education Commissioner will review the resources available to support school improvement to ensure there is sufficient capacity in the education system to ensure the intended outcomes of continuous school improvement are achieved.
- 3.9 The vision and future operating model (FOM) for education is still being developed and is needed to fully embed the changes from the programme and plan the next phase of

changes for 2016/17. This will form the new single plan for 2016/17. In line with the statutory guidance on the role of the Director of Children's Services it will be important that the FOM exploits the obvious synergies of being located in a Directorate for People whilst having, nevertheless, a strong identity and presence in its own right.

- 3.10 The dependency on improvements in children's safeguarding and social care is critical, particularly with respect to children missing from education and the responsiveness to schools of the multi-agency safeguarding hub (MASH) when concerns about a child are raised.
- 3.11 The findings from the November 2015 LGA Peer Review and the Council Audit work from September 2015 will help inform understanding of the impact of the programme.
- 3.12 The Local Safeguarding Children Board's Education Sub-Group is being refreshed under the overall direction of the Interim Executive Director of Education.
- 3.13 A stronger education presence will be established in the MASH via the deployment of senior staff whose experience and skills are in the education/schools field.
- 3.14 The new single plan will encompass actions to:
- complete the outstanding (not completed) actions from the original plan.
  - address any reported deficiencies in outcomes from the Council Audit and LGA peer review work.

## **Conclusion**

There has been substantial progress in putting in place and strengthening mechanisms and support for safeguarding and good governance in schools and feedback from schools indicates this is welcome and making a positive difference. There is greater clarity around the education leadership, challenge and support role of the local authority and other parts of the system, with the Birmingham Education Partnership commissioned to deliver the school improvement function in a context of high expectations for the children and young people of the city.

The next phase of work will focus on the impact and effectiveness of the arrangements now in place and the design and sustainability of the Council's oversight of the system and championing of the education of Birmingham's children and young people.

## **MOTION**

That progress is noted and welcomed.



## **REPORT OF THE IMPROVEMENT QUARTET: COUNCILLOR SIR ALBERT BORE, COUNCILLOR BRIGID JONES, MARK ROGERS AND PETER HAY**

### **BIRMINGHAM EARLY HELP AND CHILDREN'S SOCIAL CARE SERVICES IMPROVEMENT PLAN 2015-2017**

#### **1. Where have we come from?**

- 1.1 Birmingham's children's social care services have performed poorly for a considerable time. In 2008 Ofsted formally rated the services as inadequate and the DfE issued an improvement notice. The services remained inadequate following subsequent Ofsted inspections despite the use of improvement boards, several reviews, and the appointment of interim and permanent strategic directors. A DfE review in 2014, led by Professor Julian Le Grand, identified similar failings and recommended the appointment of a children's commissioner.
- 1.2 Under the direction of Peter Hay, as Strategic Director, the service began to stabilise in late 2013; Mark Rogers joined the Council as Chief Executive in March 2014 and, in the same month, Lord Norman Warner began his work as Children's Commissioner for a year.

#### **2. What have we achieved?**

- 2.1 Year 1 of the Improvement Plan, as part of the response to Government Directions and with the oversight of Lord Warner, was delivered. The primary focus in year 1 was on establishing the Multi-Agency Safeguarding Hub (MASH), a highly visible single point of referral and multi-agency information sharing to ensure children's needs are responded to, establishing a credible budget for Children's services and stabilising the workforce. All of these were achieved.
- 2.2 There is now a new plan for years 2 and 3, the 'Early Help and Children's Social Care improvement plan 2015-17' with a stronger focus on improving social work practice and delivering more effective interventions with children and families. The service is almost fully staffed, although still relying on agency staff for 30% of posts and social workers have more manageable caseloads (average 18). Thresholds have been established for early help and social care through the Birmingham Safeguarding Children Board (Right Service, Right Time) and an early help strategy is in place, with a strong targeted early help offer. A system-wide Early Help and Safeguarding Partnership has been established to shape service responses and the offer across agencies and settings.
- 2.3 There is clear vision and purpose and direction for the service and more stable leadership with improved political ownership and oversight of the improvement journey through the Children's Safeguarding Improvement Quartet. However, there is still some way to go to ensure all children and families receive a responsive and effective service that engages with them to enable positive change.

The Council has made children's services its top priority and has invested much-needed money into the service - making a further £21.5m available for 2015/16 (on top of an extra £9.6m in 2014/15).

- 2.4 **Recruitment and retention** of social workers remains a challenging area with 29% of front-line social workers and 25% of team managers agency staff. However, the sum is now almost fully staffed: vacancies are down from 55.7 April-June 2014 to 9.9 in September 2015 and turnover has decreased from 26.8% to 19.6% leading to greater stability in the workforce and more consistency for children and families. Recruitment of newly qualified social workers, social workers, team managers and foster carers is improving. There is a new contract in place to procure agency staff through a single master agency (HCL), and this will over time reduce cost and improve quality.
- 2.5 There is a new **workforce development plan** with a focus on evidence-based and systemic practice and a new supervision policy that improves management oversight and privileges reflective practice. Assessment and short-term intervention teams and area resource panels have been set up to provide more timely assessment, management oversight of decision-making, and more support and challenge. The focus is on embedding relationship and evidence-based social work intervention at the core of practice in both targeted early help and social work, within a culture of high support and high challenge. To this end a chief social work officer (CSWO) and three principal social workers are now in place to drive practice improvement.
- 2.6 In July 2014 the Council launched the Multi-Agency Safeguarding Hub (MASH) and that is now an established city-wide point of entry for contacts and referrals for early help, children in need and child protection. MASH has improved partnership working by bringing Police, Health and Probation colleagues together to share information. In the first six months there was a big increase in contact and referrals resulting in more child protection (CP) plans, more assessments and higher caseloads as well as high levels of unallocated work. In the last 6 months the early help response has improved, assessment teams have been set up to respond to child in need work and there have been fruitful discussions with partners about thresholds for child protection enquiries (s.47). As a result contact, referral and assessment rates have stabilised at manageable levels, the amount of unallocated cases has dramatically reduced and average caseloads are now 18.
- 2.7 A multi-agency **Early Help** Strategy is being implemented with partners, alongside a new multi-agency agreement about levels of need for children – 'Right Service, Right Time'. In June an Assistant Director for Early Help and Youth Justice was appointed and is developing a consistent targeted early help service across the city, bringing together Family Support and 'Think Family' (Birmingham's Troubled Families services) to provide a consistent key worker-based service to families requiring intensive support, below social work intervention.
- 2.8 There is a cultural shift from a focus on process/repeated assessment towards **more direct work with families** to enable them to make positive changes and thus improve outcomes for the children. The aim is that by undertaking more direct social work interventions with families it will be possible to support more children to live at home with their families safely. This requires a change in culture in the social work teams with social workers providing more direct work and evidence-based interventions as part of the child in need or child protection plan. It also requires stronger management oversight, support and practice leadership.

- 2.9 There is also evidence of improved **corporate parenting and children in care council** arrangements. To improve services for the children and families services work with ways to more actively listen and learn from them are being developed.
- 2.10 The **Independent Reviewing Officer Service** (IRO) has been managed by Cafcass since November 2014 and a better performing service returned to Council management in October 2015. Children in care are now being tracked more systematically to reduce delays in their care journey and IRO are providing more constructive challenge and support to social workers.
- 2.11 **Children in care** are getting more timely reviews and better care planning. There is a substantial programme of improvement in fostering and adoption which includes the bringing in-house of foster carer, adopter and Special Guardianship Order (SGO) assessments and a substantial recruitment of foster carers and adoptive families to improve quality and reduce reliance on expensive external agencies.
- 2.12 There is a **senior management team** in place made up entirely of permanent appointments - ending the cycle of interim leadership change and failure to drive effective practice change which has characterised Birmingham's recent history. Senior managers are being held to account for their leadership and performance and action is being taken when deficits are apparent.
- 2.13 New reflective **supervision policy and arrangements** have been introduced for social workers along with a new outcomes-focused, much less bureaucratic appraisal system in 2015. A culture of challenge and support and learning and accountability is actively being developed at all levels supported by a workforce plan that is about practice learning. This includes tackling poor performance without letting issues drift.
- 2.14 There is strong **political commitment** to improving outcomes for children in Birmingham and supporting children's services with resources and the tools to deliver these outcomes. Collectively the Leader, Cabinet Member, Chief Executive and Director of Children's Services maintain regular **oversight** of the improvement plan; there will be an assessment of the DCS/Lead Member arrangements at the end of 2015/16 and there will be a resources test as part of establishing the 2016/17 budget.
- 2.15 **Partnership working** around children's services has been poor for some considerable time. Over the last year the introduction of the Multi-Agency Safeguarding Hub (MASH) and challenges from Lord Warner, have combined to create some momentum to different partnership structures and ways of working. The new **Children's Strategic Leaders Forum** signals strategic and high level attention to improving children's outcomes. The forum is able to consider children's issues within the wider context of families' experiences and the opportunities and challenges presented by the city. It will take an overview of the systems working to support children and families in the city so that they are all aligned and working together to deliver that intention. The forum will challenge gaps in coordination and delivery and ensure that the vision for services is stretching and ambitious.
- 2.16 The **Early Help and Safeguarding Partnership** oversees the delivery of the Early Help strategy and the shape of multiagency working to meet the needs of children and their families from universal to specialist, including locality working in hubs, districts and areas and central processes such as the MASH. This is co-chaired by the City Council and West Midlands Police. This partnership will also develop models for more local partnership working in each of the City's three Areas. The **Children's Joint Commissioning Partnership**

**Board** enables the NHS and the Council to align finance and jointly commission a series of services to children. Where these have been agreed, this group has the responsibility to design ways in which the identified needs of children will be met and for monitoring and evaluating the success of these interventions. The board has recently supported and accelerated progress in relation to 0-25 mental health services and the special education development plan.

- 2.17 The **Birmingham Education Partnership (BEP)** is a school-led organisation, working to build a robust and ambitious system of continuous improvement, building on existing strengths amongst Birmingham schools and school leadership. BEP will ensure that no school is isolated or unsupported. BEP will also have a developing safeguarding role and will work with early help and children's social care to improve the whole system. The City Council has commissioned BEP to deliver the school improvement function from September 2015, aligned with the development of strong local partnership and engagement, including with children and young people.
- 2.18 There have been two positive and helpful improvement visits from Ofsted, looking at MASH (January 2015) and the Assessment function (September 2015). Future visits looking at child protection and children in care are planned over the next 6 months.

### 3. What next?

- 3.1 There is still a need to develop quality assurance and performance management systems to embed learning from practice and tackling poor performance more quickly. It is also necessary to ensure that the systems and processes, information and data sharing around child sexual exploitation (CSE), children missing from home, care and education, and children who might be influenced by radicalisation, are all working more effectively and delivering better outcomes for the children and young people affected. There is a strong youth offending service which has developed effective partnership working that engages vulnerable young people and their families which children's social work can learn from.
- 3.2 **Quality assurance (QA)** remains an under-developed area but a new case file audit system is currently being put in place. A strong **focus on practice** needs to be maintained and there is still some way to go to achieve consistent good quality assessment, effective interventions and purposeful plans for all children in need or care in the city.
- 3.3 The CSWO will lead on developing effective social work practice and help build effective QA systems that produce learning to inform improvement at area, team and individual levels. There is a new QA framework and a new case audit system is being launched. There is also a programme of monthly service area focused performance meetings to improve how services work together (this is in addition to arrangements in each Area) and a performance real-time scorecard has been developed for teams in CareFirst. Two peer challenges are being undertaken within West Midlands in next few months – one about leaving care services and another about the case audit system.
- 3.4 High numbers of older teenagers are entering care and it is recognised that such young people and their families need to be offered a service focused on mediation and support and learning ways of managing difficult behaviour and emotional regulation. A short-term intensive 'Edge of Care' service is being developed and goes live in December 2015, to work with teenagers and their families to prevent family breakdown.



- 3.5 Timescales in care proceedings will be reduced through more engagement with families to bring about change in pre-proceedings and a reduction in specialist assessment requests. Birmingham has a good relationship with the Birmingham & Solihull Family Court and CAFCASS, recognising the imperative to work together in facing the same set of challenges.
- 3.6 For care leavers better pathway planning is needed to support more young people in good accommodation and reduce the percentage of care leavers who are not in education, employment or training (NEET). To this end Birmingham is part of a DfE pilot working with St Basils to improve accommodation and support options for 16 and 17 year olds and care leavers.
- 3.7 Working with the Department for Education (DfE), University of Birmingham and the Birmingham Safeguarding Children Board (BSCB) the Council is exploring alternative approaches to **assuring safeguarding**, via a commissioned separate and independent audit body with the tools and authority to hold agencies to account.
- 3.8 There are plans to replace the CareFirst data and case management system with a more modern and fit for purpose system that will be much easier for social workers to use and thus free them to spend more time in direct work with children and families.
- 3.9 The Future Council programme has regard for the children's services improvement plan. A number of 'cases for change' about children's services have been pulled together under the heading 'Preventing Family Breakdown' with the intention of gradually and safely reducing the number of children in care over the next three years as well as increasing the number of local fostering placements to support them. This Future Council case for change recognises that improvement can only be sustained and demand effectively managed if attention is paid to ensuring the system is a coherent whole.
- 3.10 A 'Commissioning Centre for Excellence' has been established across the People directorate and a programme of review of externally commissioned services has commenced, with a greater focus on targeted services, improved quality, impact and value for money.
- 3.11 Subject to Cabinet approval, the procurement process for the proposed externalisation of 5 BCC children's homes is being finalised.
- 3.12 Consultation on a substantial and complex new commissioning of early years services is planned, seeking to amalgamate health visiting, children's centres and other under 5s services on a district model, offering more targeted focus in areas of greater deprivation.
- 3.13 The DfE have appointed Essex County Council Children's Services as the Council's improvement partner. A programme of diagnostic peer/self-assessments in front-line teams has been agreed, followed by practice learning seminars between October 2015 and July 2016. Essex will report back on issues of quality, practice, management oversight and leadership. Essex will also report progress to DfE.
- 3.14 The DfE is also actively considering its follow up to Lord Warner whose time as Commissioner concluded in May 2015.

## **4. Conclusion**

The service has moved from an initial period of stabilisation to the implementation of a series of critical improvements in line with the agreed improvement plan. The focus in year 2 of the plan now shifts to the quality of practice and more effective and early interventions with families aimed at enabling positive changes, preventing family breakdown and improving care planning for children and young people. The service is working to a clear plan approved by the Department for Education and with the support of the DfE-appointed improvement partner Essex County Council. There is now a firm foundation on which to build, together with partners, effective and sustainable early help and children's social care services. We remain committed to seeing the plan through to the end of year 3.

## **MOTION**

The progress to date is noted and welcomed.

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**MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS**

To consider the following Motions of which notice has been given in accordance with Standing Order 4(A)

**A Councillors John Cotton and John O'Shea have given notice of the following motion:-**

"This Council notes with grave concern the Government's proposals to impose a "Pay to Stay" policy that will compel council tenants earning over £30,000 to pay a full market rent in order to remain in their home.

Council believes that "Pay to Stay" is nothing more than a new "tax on tenants", unfairly penalising those who are already in employment and actively undermining efforts to help others back into work. Council is particularly concerned to note that a relatively marginal increase in the Government's recently announced national minimum wage premium rate would result in many households on modest incomes having to pay a full market rent.

Council understands that any additional income raised through "Pay to Stay" will be repaid direct to the Treasury, rather than retained locally. This is unjustifiable and runs counter to the Government's own commitment to localism.

This Council also notes that the administrative burden of implementing "Pay to Stay" is likely to result in an additional £1million in costs initially, with significant ongoing costs. This will need to be met from our already stretched resources and at a time when the government are setting rent policies that further reduce funds available for Birmingham to build and invest in homes.

Accordingly, Birmingham City Council confirms its opposition to the "Pay to Stay" policy and urges Ministers not to proceed with the imposition of this new tax on working tenants and their families."

**B Councillors Matt Bennett and Debbie Clancy have given notice of the following motion:-**

"At the recent Cabinet Meeting on 17<sup>th</sup> November 2015, the Council Business Plan monitoring report highlighted a number of concerning trends in children's services. The number of unallocated single assessments open for more than 7 days has increased by 25% July to September. The time taken from initial adoption enquiry to approval at panel remains 9 weeks above the statutory target. The average length of time from admission to care to being placed in adoption continues to rise. These targets and others which are off target cause this Council great concern. Even more concerning, some changes were made to the targets for this year which could be serving to conceal greater failings. For instance, the target for the length of time from admission

to adoption replaced one which measured the average length of care proceedings, which we were at the time failing to meet. Current performance in this area is now not in the public domain

The Council calls on the Executive to bring greater transparency to the oversight process and allow an opposition representative to attend and participate in the meetings of the “Quartet”.”