

BIRMINGHAM CITY COUNCIL

HOUSING AND NEIGHBOURHOODS OVERVIEW AND SCRUTINY COMMITTEE

THURSDAY, 16 FEBRUARY 2023 AT 14:00 HOURS
IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA
SQUARE, BIRMINGHAM, B1 1BB

A G E N D A

1 **NOTICE OF RECORDING/WEBCAST**

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

2 **APOLOGIES**

To receive any apologies.

3 **DECLARATIONS OF INTERESTS**

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

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

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

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

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

- 3 - 12**
- 4 **ACTION NOTES AND ACTION TRACKER**
- To agree the action notes of the meeting held on 12 January 2023 and note the action tracker.
- 13 - 42**
- 5 **WORK PROGRAMME**
- To agree the committee's work programme.
- 43 - 54**
- 6 **CLEANER STREETS**
- To agree the proposed recommendations and consider how to take these forward with the Cabinet Member for Environment.
- 55 - 92**
- 7 **PERFORMANCE MONITORING**
- (A) City Operations - Jonathan Antill, Head of Business Improvement and Support, in attendance.
(B) City Housing - Mira Gola, Head of Business Improvement and Support, in attendance.
Officers from the relevant service areas have also been invited to attend.
- 8 **DATE OF NEXT MEETING**
- To note that the next meeting is scheduled to be held at 1400 hours on Thursday 16 March 2023.
- 9 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**
- To consider any request for call in/councillor call for action/petitions (if received).
- 10 **OTHER URGENT BUSINESS**
- To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.
- 11 **AUTHORITY TO CHAIR AND OFFICERS**
- Chair to move:-
- 'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

BIRMINGHAM CITY COUNCIL

**HOUSING AND NEIGHBOURHOODS O&S COMMITTEE –
PUBLIC MEETING**

1400 hours on Thursday 12 January 2023

Committee Room 6, Council House, Victoria Square, Birmingham B1 1BB

Action Notes

Present:

Councillor Mohammed Idrees (Chair)

Councillors: Kerry Brewer, Marje Bridle, Ray Goodwin, Roger Harmer, Saqib Khan, Lauren Rainbow and Ken Wood

Also Present:

Councillor Majid Mahmood, Cabinet Member for Environment

Pam Powis, Senior Service Manager, Community Safety Team

Darren Share, Assistant Director, Street Scene

Jayne Bowles, Scrutiny Officer

Amelia Murray, Overview and Scrutiny Manager

1. NOTICE OF RECORDING/WEBCAST

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2. APOLOGIES

None.

3. DECLARATIONS OF INTERESTS

None.

4. ACTION NOTES AND ACTION TRACKER

(See documents No 1 and No 2)

RESOLVED:

- That the action notes of the meeting held on 15 December 2022 were agreed;
- That the action tracker was noted.

5. PROGRESS REPORT ON IMPLEMENTATION: REDUCING FLY-TIPPING

(See document No 3)

Councillor Majid Mahmood, Cabinet Member for Environment, and Darren Share, Assistant Director, Street Scene, attended for this item.

The Cabinet Member Assessments for each of the two outstanding recommendations were confirmed:

- Recommendation 01: 4 - Not Achieved (Obstacle).
- Recommendation 03: 2 – Achieved (Late).

During the discussion, and in response to Members' questions, the main points included:

- There are 10 new CCTV cameras and another 10 have been ordered. These are solar-powered and are easier to install as they can be tagged around objects (eg trees, posts). These cameras have been tried and tested with other Local Authorities and have been through the court system.
- Members felt, however, that 20 cameras was not enough and more needed to be done so people think there is a significant risk of being seen.
- It was accepted that more could be done and that discussions were taking place with the Community Safety Team about utilising other cameras.
- Members referred to the list of wards where the 10 cameras had been deployed but it was pointed out that this totalled 8, not 10.
- Cllr Mahmood referred to the invitation to Councillors to visit their local depot and encouraged Members to attend and ask questions of officers, for example how they can influence the locations of cameras.
- The length of time between the two Grimewatch videos being released was of concern to Members and also the viewing figures, which for the March video was 2,000. Cllr Mahmood said that he would be speaking to officers about boosting viewing.
- It was noted that the number of fly-tipping incidents was reducing and that this was due to a number of activities, for example an increase in litter picking groups, extra crew and the Mobile Household Recycling Centres (MHRCs).

- Neighbourhood Co-ordinators will play a key role in bringing services together and the incredible efforts of volunteers, litter picking groups and Friends of Parks was noted.
- There was a discussion about identifying the best locations for the MHRCs and it would be helpful to get an idea of tonnage as the implication is that if the tonnage is low, the location is not right. However, there are a number of factors which have to be considered, eg access, room to turn around, and parking issues.
- With regard to enforcement, Cllr Mahmood told Members that he had spoken to the Director of Regulation and Enforcement regarding the monthly report of littering and fly-tipping offences and they are working towards reporting to all Members on a monthly basis rather than having to access this on CMIS.
- It was acknowledged that on the issuing of Fixed Penalty Notices (FPNs) other councils were more robust in their approach and that Birmingham is more risk averse.
- There has been an increase in the number of staff in the Waste Enforcement Team which will result in more activities.
- It was queried whether the Neighbourhood Co-ordinators could play a bigger role as a conduit between Enforcement and prosecutions.
- Members were of the view that not enough had been achieved in the two years since the report went to Council and requested that Legal Services be invited to explain why the Barking and Dagenham approach had not been adopted.
- The Committee accepted the Cabinet Member's Assessments in respect of both recommendations but requested that further reports be brought back to a future meeting, addressing the following points:
 - **Cameras**
 - Grimewatch: why the gap between the two videos, update on viewing numbers and impact.
 - List showing the wards where the 10 cameras have been deployed to be updated (as it currently shows only 8).
 - Process and timescale on installing CCTV cameras.
 - How that can be localised – improving information and comms/involving councillors and residents.
 - **Prosecution strategies:**
 - What Birmingham does.
 - What Barking and Dagenham does.
 - Why Birmingham is not adopting the Barking and Dagenham approach.
 - Legal Services to be invited to attend.

RESOLVED: -

- That the Committee accepted the Cabinet Member's assessments.
- That the further reports requested would be scheduled for a future meeting and that Legal Services would be invited to attend.
- That the report was noted.

6. BIRMINGHAM COMMUNITY SAFETY PARTNERSHIP RE-DEPLOYABLE CAMERAS

(See document No 4)

Pam Powis, Head of Partnership, Birmingham Community Safety Team, was in attendance for this item and the following points were highlighted:

- This report followed on from the presentation of the Birmingham Community Safety Partnership Annual Report presented at the last committee meeting when Members had requested a further report on the process for the deployment of Community Safety re-deployable cameras.
- The report explains the 6 stages of the process, with timescales.

During the discussion, and in response to Members' questions, the main points included:

- The Birmingham Community Safety Partnership receives grant funding from the Office of the Police and Crime Commissioner (OPCC).
- The OPCC ring-fences £1.5m for support to Community Safety Partnerships (CSPs) and looks at crime figures and percentages it to determine the funding for each of the 7 CSPs in the West Midlands.
- For Birmingham, in 2022/23 this amounted to £660,000 and has to cover all the priorities of the Partnership.
- It was queried whether there was any way to tap into the proceeds of crime fund.
- Members were told that there is nothing stopping the Partnership from tapping into other funding streams.
- The approved budget for 2022/23 for the re-deployable camera scheme is £19,940 and they try to predict how often the cameras will have to be moved around, utility costs and repairs and maintenance.
- It costs between £500 and £1,000 to move a camera – the higher figure would be by exception, eg on major arterial routes where there might be increased health and safety measures, but the majority would be nearer the £500.

RESOLVED:

That the report was noted.

7. WORK PROGRAMME

(See document No 5)

The Chair confirmed that the further reports requested in relation to Reducing Fly-tipping would be programmed and that Legal Services would be invited to attend.

Members discussed Voids, currently scheduled for March, and it was agreed that a draft work outline would be brought to the February meeting.

RESOLVED:

That the work programme was noted.

8. DATE OF NEXT MEETING

Noted.

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

None.

10. OTHER URGENT BUSINESS

None.

11. AUTHORITY TO CHAIR AND OFFICERS

RESOLVED:

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

The meeting ended at 1516 hours.

**HOUSING AND NEIGHBOURHOODS O&S COMMITTEE
ACTION TRACKER 2022/23**

Date	Agenda Item	Action	Notes
12-Jan-23	Progress Report on Implementation: Reducing Fly-tipping	Further reports to be scheduled for a future meeting and Legal Services to be invited to attend.	To be scheduled.
	Work Programme	Voids – Draft Work Outline to be brought to the February meeting.	Included as an appendix to the Work Programme for the February meeting.
15-Dec-22	Cabinet Member for Social Justice, Community Safety and Equalities – Priorities 2022/23	Percentage breakdown to be provided of the types/areas of work most prone to Modern Slavery across Birmingham.	
	Birmingham Community Safety Partnership Annual Report	Further report on re-deployable CCTV cameras, to include the process and its timescales, to be brought to Committee in January.	Included on agenda for January meeting.
	Work Programme	The February City Housing Performance Report to include the number of Ombudsman decisions against the Council, the amounts paid and comment from Housing Officers on what the cause is.	This has been requested.
29-Nov-22	Request for Call-In: Housing Repairs, Maintenance and Investment 2024	A letter setting out the Committee’s concerns to be sent to the relevant Cabinet Members.	Letter sent on 7 th December.
		A report on tenant and leaseholder involvement to be brought to a future committee meeting.	Update on tenant and leaseholder involvement emailed to members on 8 th February.

HOUSING AND NEIGHBOURHOODS O&S COMMITTEE
ACTION TRACKER 2022/23

Date	Agenda Item	Action	Notes
			A broader Tenant Engagement report is scheduled for the April meeting.
10-Nov-22	Performance Monitoring	Right to Buy rules, including the qualifying period for accessing Right to Buy, to be shared with Members.	Emailed to members on 8 th December.
		The offer of a demonstration of the “slab in the cab” technology to be followed up.	In the New Year, the Cabinet Member for Environment will be sending invitations to all Members to visit a local depot and this will include a demonstration of the “slab in the cab” technology.
	Progress Report on Implementation: Reducing Fly-tipping	A further report on progress to be brought back to Committee in January.	Work Programme updated.
13-Oct-22	Localisation	Leader to come back to committee in March with a further update.	Work Programme updated.
		Populated version of the table attached to the letter sent to the former Cabinet Member to be circulated to committee members.	Emailed to members on 9 th November.
		Letter from Cllr Thompson to the Leader regarding ward plan to be shared with committee members.	

HOUSING AND NEIGHBOURHOODS O&S COMMITTEE
ACTION TRACKER 2022/23

Date	Agenda Item	Action	Notes
		Email sent to members regarding the NAC pilot and pairing up of wards to be re-circulated and named person to be added for each of the wards.	This has been emailed to the members it affects.
		Directorate self-assessments which came out of the Star Chamber to be shared with committee members.	Emailed to members on 23 rd November.
	Cabinet Member for Housing and Homelessness: Priorities 2022/23	Tenant Engagement Delivery Plan and Action Plan to be brought to committee before being finally ratified.	Included on Work Programme for February.
	City Wide Housing Strategy 2022-2027 Consultation	Timeline to be provided for the repairs contracts extension arrangements and re-tendering for the South.	Emailed to members on 14 th November.
		Affordable Housing Plan to be brought to future committee meeting.	Timing to be confirmed (currently scheduled for February).
26-Sep-22	Action Notes and Action Tracker	Updated list of HMOs by Ward to be requested (raised by Cllr Harmer). Voids – deep dive piece of work still to be programmed (raised by Cllr Wood).	Emailed to members on 23 rd November. Programmed for March 2023.
	Petition: Ban Use of Pesticides	A letter setting out the Committee’s resolution to be sent to the Cabinet Member.	Letter sent on 11 th October.

**HOUSING AND NEIGHBOURHOODS O&S COMMITTEE
ACTION TRACKER 2022/23**

Date	Agenda Item	Action	Notes
		Final report to be brought back to a future committee meeting (timing to be confirmed).	
	Request for Call-In: Capital Funding Bid for the Proposed Introduction of Car Parking Charging across selected BCC Parks	A letter setting out the Committee's concerns to be sent to the Cabinet Member.	Letter sent on 11 th October.
	Delays in Birth and Death Registrations	Further report to be brought back to Committee in 4-6 months' time.	
	Work Programme	Cleaner Streets to be programmed for November, December and January to allow time to influence the budget.	Work Programme updated.



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

Chair:	Cllr Mohammed Idrees
Deputy Chair:	Cllr Marje Bridle
Committee Members:	Cllrs: Kerry Brewer, Marje Bridle, Ray Goodwin, Roger Harmer, Saqib Khan, Lauren Rainbow and Ken Wood
Officer Support:	Overview and Scrutiny Manager: Amelia Wiltshire (07825 979253) Scrutiny Officer: Jayne Bowles: (07928 506172) Committee Manager: Mandeep Marwaha (303 5950)

1 Introduction

- 1.1 The remit of the Housing and Neighbourhoods O&S Committee is 'to fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning housing; waste management; neighbourhood management; parks and allotments; localisation; bereavement services and community safety'.
- 1.2 This Committee shall be the Crime and Disorder Committee (Police and Justice Act 2006).
- 1.3 This report provides details of the proposed scrutiny work programme for 2022/23.

2 Recommendations

- 2.1 That the Committee considers its work programme, attached at Appendix 1, and considers whether any amendments are required.
- 2.2 That the Committee agrees the Terms of Reference for the voids – improving standards topic, attached at Appendix 2, and considers whether any amendments are required.

3 Background

- 3.1 *"Scrutiny is based on the principle that someone who makes a decision...should not be the only one to review or challenge it. Overview is founded on the belief that an open, inclusive, member-led approach to policy review...results in better policies in the long run."* (Jessica Crowe, former Executive Director, Centre for Governance and Scrutiny).
- 3.2 Developing an effective work programme is the bedrock of an effective scrutiny function. Done well, it can help lay the foundations for targeted, inclusive and timely work on issues of local



importance, where scrutiny can add value. Done poorly, scrutiny can end up wasting time and resources on issues where the impact of any scrutiny work done is likely to be minimal.

- 3.3 As a result, the careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility.

4 Work Programme

4.1 Appendix 1 sets out the future work programme for this Committee. This provides information on the aims and objectives, together with lead officers and witnesses, for each item. The attached work programme also includes items to be programmed where dates are still to be confirmed, and any outstanding items including the tracking of previous recommendations.

4.2 As the work programmes for the Committees have developed a number of cross cutting issues have been identified. To avoid duplication Members will be invited to attend different Overview and Scrutiny Committee meetings for relevant reports as set out below:

Lead Committee	Meeting and Agenda Item	Members to be invited and reason
Co-ordinating O&SC	17 February 2023 Domestic Abuse To enable O&SC to inform the development of the Domestic Abuse Strategy	Housing and Neighbourhoods O&SC This O&SC is the appointed Crime and Disorder Committee for the Council. Cllr Yip has been appointed by Co-ordinating O&SC to undertake work with partners in advance of this meeting.

5 Other Meetings

5.1 There are no other meetings scheduled at this time.

Call in Meetings:

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled



6 Forward Plan for Cabinet Decisions

- 6.1 Since the implementation of the Local Government Act and the introduction of the Forward Plan, scrutiny members have found the Plan to be a useful tool in identifying potential agenda items.
- 6.2 The following decisions, extracted from the CMIS Forward Plan of Decisions, are likely to be relevant to the Housing and Neighbourhoods O&S Committee's remit. Members may wish to consider whether any of these issues require further investigation or monitoring via scrutiny. The Forward Plan can be viewed in full via Forward Plans (cmis.uk.com).

ID Number	Title	Portfolio	Proposed Date of Decision
010914/2023	Housing Revenue Account – Rent Setting 2023-2024	Housing and Homelessness	14 Feb 23
010925/2023	Homelessness Prevention Grant Winter 2022-2023	Housing and Homelessness	14 Feb 23
010998/2023	Local Authority Housing Fund (LAHF) Grant to support the Acquisition of Accommodation for Afghan Citizens and Ukrainian Guests	Housing and Homelessness	14 Feb 23
010451/2022	Affordable Housing – sites for disposal	Leader	21 Mar 23
010589/2022	Ladywood Regeneration Estate	Leader	21 Mar 23
010634/2023	Ladywood Regeneration Estate: CPO Authority in Principle	Leader	21 Mar 23
009213/2021	BMHT Dawberry Fields Road, Passivhaus Development	Housing and Homelessness	25 Apr 23
007349/2020	Waste Vehicle Replacement Programme	Environment	25 Apr 23
010840/2023	Asset Management Strategy – 5 Year Strategy	Housing and Homelessness	25 Apr 23
010906/2023	P0599: Tyseley Energy Recovery Facility, Waste Transfer Stations and Household Waste Recycling Centres – Operate, Maintain & Renewal	Leader	25 Apr 23
010984/2023	Homelessness Prevention Grant Allocation 2023-2025	Housing and Homelessness	25 Apr 23
010999/2023	Building Birmingham – Druids Heath Early Opportunity Sites	Housing and Homelessness	25 Apr 23
009489/2022	Pool Farm/Shannon Road Contract Award and Revised FBC	Housing and Homelessness	27 Jun 23
010625/2023	Bromford Housing Development, Open Space Improvement, Procurement Strategy and Revised FBC	Housing and Homelessness	27 Jun 23



010707/2023	Stockfield Road Housing Development	Housing and Homelessness	27 Jun 23
010770/2023	Investment Plan – Housing Rent Account	Housing and Homelessness	27 Jun 23

7 Legal Implications

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

8 Financial Implications

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

9 Public Sector Equality Duty

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

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

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

9.3 The Committee should ensure that equalities comments, and any recommendations, are based on evidence. This should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

10 Use of Appendices

10.1 Appendix 1 – Work Programme for 2022/2023



10.2 Appendix 2 – Terms of Reference Voids – improving standards

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

Date of Meeting: 14th July 2022

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

		objectives, and any additional topics to consider				<i>ordinating Overview and Scrutiny Committee. This Committee will consider all in-depth inquiry proposals at their July 8th meeting. This will ensure an achievable work programme for 2022-23.</i>
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Final Deadline: Tuesday 5th July 2022

Publication: Wednesday 6th July 2022

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

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

Final Deadline: Tuesday 6th September 2022

Publication: Wednesday 7th September 2022

Housing and Neighbourhoods O&S Committee, February 2023 - Appendix 1

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

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

Delays in birth/ death registrations	Update Report	Provide progress on steps being undertaken to reduce delays in births and deaths registrations, and to develop a new mortuary facility, including a digital autopsy scanner	Paul Lankester, Interim Director, Regulation and Enforcement	Sajeela Naseer, Assistant Director, Regulation and Enforcement	None Required	This has been scheduled in response to Full Council motion – 14 th June 2022. Further to this, it follows on from previous related updates: 10 th March 2022 and 21 st November 2019
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Publication: Wednesday 16th September 2022

Date of Meeting: Thursday 13th October 2022

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

		direction of this strategy's development		Guy Chaundy, Housing Modernisation and Partnerships Manager		
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Final Deadline: Tuesday 4th October 2022

Publication: Wednesday 5th October 2022

Date of Meeting: Thursday 10th November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Performance	Quarterly Report	Report outlining performance for Housing, and provide more detailed commentary on areas of improvement or for concern	Mira Gola, Head of Business Improvement and Support	Paul Langford, Interim Director of Housing Management Gary Messenger, Assistant Director, City Housing Services & Support Steve Wilson, Project Director, Asset Management Stephen Philpott, Acting Head of Housing Solutions and Support Service Natalie Smith, Head of Service for Housing Management	None Required	This will pick up the action from Item 5 (Customer Services and Complaints) at Co-ordinating OSC (23 September 22)
Performance	Quarterly Report	Report outlining performance for City Operations, and provide more detailed commentary on areas of improvement or for concern	Jonathan Antill, Head of Business Improvement and Support	Sajeela Naseer, Assistant Director, Regulation and Enforcement Darren Share, Assistant Director, Street Scene	None Required	

Inquiry: Reducing Fly-tipping	Tracking	Provide further clarification on Recommendations R01 and R03. Consider if the Inquiry is concluded.	Darren Share, Assistant Director, Street Scene	Cllr Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	Further information has been requested in relation to the progress of these recommendations at the meeting in March 2022. For background, this Inquiry was approved at Full Council on 2 nd February 2021.
Cleaner Streets	Evidence-gathering	Understand what best practice looks like in other Local Authorities and how this is achieved Explore how Cleaner Streets services are delivered, in particular in relation to localisation. Consider how this could inform future service delivery in Birmingham	Amelia Murray, Overview and Scrutiny Manager	Local Authority presentation (Birmingham City Council) Cllr Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	This is part of a series of closed sessions to be held immediately after the Overview and Scrutiny Committee

Final Deadline: Tuesday 1st November 2022

Publication: Wednesday 2nd November 2022

Date of Meeting: Thursday 15th December 2022

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

Informal Session

Cleaner Streets	Evidence-gathering	<p>Understand what best practice looks like in other Local Authorities and how this is achieved.</p> <p>Explore how Cleaner Streets services are delivered, in particular in relation to localisation.</p> <p>Consider how this could inform future service delivery in Birmingham</p>	Amelia Murray, Overview and Scrutiny Manager	<p>Local Authority presentation</p> <p>(Birmingham City Council) Cllr Majid Mahmood, Cabinet Member for Environment</p> <p>Darren Share, Assistant Director, Street Scene</p>	None Required	This is part of a series of informal sessions to be held immediately after the Overview and Scrutiny Committee
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Final Deadline: Tuesday 6th December 2022

Publication: Wednesday 7th December 2022

Date of Meeting: Thursday 12th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Inquiry: Reducing Fly-tipping	Tracking	Provide further clarification on Recommendation, R01. Consider if the Inquiry is concluded.	Darren Share, Assistant Director, Street Scene	Councillor Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	Further information has been requested in relation to the progress of these recommendations at the meeting in November 2022. For background, this Inquiry was approved at Full Council on 2 nd February 2021.
Inquiry: Reducing Fly-tipping	Tracking	Provide further clarification on Recommendation, R03. Consider if the Inquiry is concluded.	Darren Share, Assistant Director, Street Scene	Councillor Majid Mahmood, Cabinet Member for Environment Darren Share, Assistant Director, Street Scene	None Required	Further information has been requested in relation to the progress of these recommendations at the meeting in November 2022. For background, this Inquiry was approved at Full Council on 2 nd February 2021.
Community Safety – Re-deployable CCTV Cameras	Follow-up Report	To provide further information on the Community Safety re-deployable CCTV cameras, to include the process and its timescales.	Waqar Ahmed, Assistant Director, Community Safety and Resilience	Pam Powis, Senior Service Manager, Community Safety Team	None Required	Requested at the 15 th December 2022 meeting when Members considered the Birmingham Community Safety Partnership Annual Report.

Informal Session

Cleaner Streets	Evidence-gathering	<p>Understand what best practice looks like in other Local Authorities and how this is achieved.</p> <p>Explore how Cleaner Streets services are delivered, in particular in relation to localisation.</p> <p>Consider how this could inform future service delivery in Birmingham.</p>	Amelia Murray, Overview and Scrutiny Manager	<p>Local Authority presentation</p> <p>(Birmingham City Council) Cllr Majid Mahmood, Cabinet Member for Environment</p> <p>Darren Share, Assistant Director, Street Scene</p>	None Required	This is part of a series of informal sessions to be held immediately after the Overview and Scrutiny Committee
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Final Deadline: Friday 23rd December 2022

Publication: Wednesday 4th January 2023

Date of Meeting: Thursday 16th February 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Performance	Performance Management	Report outlining performance for Housing, and provide more detailed commentary on areas of improvement or for concern	Mira Gola, Head of Business Improvement and Support	Paul Langford, Interim Director of Housing Management	None Required	This will pick up the action from Item 5 (Customer Services and Complaints) at Co-ordinating OSC (23 September 22). It will also pick up the request agreed in Item 7 at the OSC on 15 December to include Housing Ombudsman decisions against the Council, amounts paidn and a commentary from Housing on the causes.
Performance	Performance Management	Report outlining performance for City Operations, and provide more detailed commentary on areas of improvement or for concern	Jonathan Antill, Head of Business Improvement and Support	Sajeela Naseer, Assistant Director, Regulation and Enforcement Darren Share, Assistant Director, Street Scene	None Required	
Cleaner Streets	Policy Development	To propose recommendations following the informal sessions with Derby,	Amelia Murray, Overview and Scrutiny Manager	Cabinet Member for Environment, Councillor Majid Mahmood	None Required	This follows the three previous informal sessions and the

		Rochdale and Wigan Councils on Cleaner Streets, specifically litter, street cleansing and graffiti		Darren Share, Assistant Director Street Scene		recommendation setting meeting on 16 January.
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Final Deadline: Tuesday 7th February 2023

Publication: Wednesday 8th February 2023

Date of Meeting: Thursday 16th March 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Localisation	Holding the Executive to Account	Provide progress on delivery of the Working Together in Neighbourhoods White Paper, to include case studies from the Neighbourhood Action Co-ordinator Programme pilot in the 22 wards.	Chris Jordan, Assistant Director, Neighbourhoods	<p>CLlr Ian Ward, Leader of the Council</p> <p>Chris Jordan, Assistant Director, Neighbourhoods</p> <p>Karen Cheney, Head of Service, Neighbourhood Development and Support Unit</p>	None Required	<p>Working Together in Neighbourhoods White Paper: Working Together in Birmingham's Neighbourhoods (White Paper) Birmingham City Council</p> <p>Progress Report presented in October: Localisation Update 13 October 2022</p>
Voids – Improving Standards	Policy Review	<p>To understand the current position of void standards for Birmingham City Council including a description of the current standard and how the service is performing.</p> <p>To outline the transformation plan for voids and its objectives. What will this transformation look like? What progress has been made to date and what impact has it made? What will be happening in the future?</p>	Paul Langford, Interim Director of Housing Management	Cabinet Member for Housing, Councillor Sharon Thompson	Visits to Birmingham City Council properties are being arranged in advance of this item	This is the first of a two part item. The second part will follow in April. A Terms of Reference is attached as Appendix 2.

		What are the challenges the service faces to realise its transformation plan?				
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Final Deadline: Tuesday 7th March 2023

Publication: Wednesday 8th March 2023

Date of Meeting: Thursday 13th April 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Tenant Engagement Strategy	Policy Development	To provide an outline of the new engagement strategy to inform its future development and delivery To provide an overview of how tenant engagement will inform and shape Housing Repairs, Maintenance and Investment 2024	Paul Langford, Interim Director of Housing Management	John Jamieson, Head of Housing Management Louise Fletcher, Senior Service Manager, Housing	None Required	
Voids – Improving Standards	Policy Review	To understand how other Housing providers deliver better performance on void standards and how this is achieved.	Other Housing providers are being identified	Cabinet Member for Housing, Councillor Sharon Thompson Paul Langford, Interim Director of Housing Management	Visits to other Housing provider properties are being arranged in advance of this item	This is the second of a two part item. The first part takes place in March. A Terms of Reference is attached as Appendix 2.

Final Deadline: Tuesday 4th April 2023

Publication: Wednesday 5th April 2023

TO BE SCHEDULED:

1. Final Nature Recovery Strategy to be brought back to committee (following debate on Petition: Ban Use of Pesticides on 26th September 2022)
2. Affordable Housing Plan
3. Selective and Additional Licensing Schemes for Private Rented Sector
4. Flats above shops
5. Further Update on Bereavement Services – as requested in September 2022 Committee
6. Proposed Introduction of Car Parking Charging across selected BCC Parks – update following consultation
7. Mobile Household Recycling Centres



Appendix 2

Voids – Improving Standards Terms of Reference

Reporting to Housing and Neighbourhoods Overview and Scrutiny Committee

Our key question:	What lessons can be learnt from other Social Housing providers to improve void standards for Birmingham City Council housing stock?
1. How is O&S adding value through this work?	<p>1. Corporate Priority – one of the Council's five Grand Challenges is Community Cohesion and Living Standards.</p> <p>2. On 10 January, City Council agreed a motion that included:</p> <ul style="list-style-type: none"> • To build on the ongoing work to refocus the Council's Housing Department on its core purpose, which should be to provide decent, safe homes for those who can't afford the market, and to deliver against this purpose • Carry out an in-depth condition survey to establish the true condition of all council housing stock. • Work with tenants, partners and scrutiny to develop and apply a clear standard of what an excellent repairs and maintenance service looks like. • Commit to re-establishing Birmingham's position as a national exemplar of the decent homes standard, and on a cross-party basis lobby the Government for further investment in Decent Homes so that the standard can be met as quickly as possible. • Commit to implementing all recommendations from the Housing Ombudsman and to report back to Council in line with the Ombudsman's recommendations. <p>3. On 17 January, the Housing Ombudsman Service published its Special Report on Birmingham City Council. This identified 5 key themes: repairs; record keeping; complaint handling; compensation, and governance and learning.</p> <p>4. In 2021-22, members of the Housing and Neighbourhoods Overview and Scrutiny Committee undertook visits to Birmingham City Council housing properties, specifically to understand the standard of properties which had recently become void and to understand the standard of properties which were ready to let. As a result of these visits, the Committee raised concerns about what these properties demonstrated about the quality of properties in the Housing stock.</p>
2. What needs to be done?	The Committee will hear evidence from Birmingham City Council and other Social Housing providers to consider the following issues:



	<ul style="list-style-type: none"> To understand the current position of void standards within Birmingham City Council housing stock including a description of the current standard and how the service is performing. To outline the Council's transformation plan for voids and its objectives. What will this transformation look like? To understand what progress has been made to date and what impact has it made To outline future challenges and how the Council is preparing to address them To consider how other Social Housing providers deliver better standards for their tenants To identify improvements in policy and practice
3. What timescale do we propose to do this in?	This will be considered between the February and April meetings. The Committee may choose to hold an additional informal session after the April committee to consider its next steps.
4. What outcomes are we looking to achieve?	To provide decent and safe homes for tenants, and to improve the overall quality of Council housing.
5. What is the best way to achieve these outcomes and what routes will we use?	<p>The Committee will consider this topic as part of its March and April meetings. The March meeting will focus on receiving evidence from Birmingham City Council; the April meeting will focus on receiving evidence from other Social Housing providers.</p> <p>These two sessions will be supplemented by visits to both Birmingham City Council properties and Social Housing properties in order to provide real time examples.</p> <p>Following its April session, the Committee will consider how to take its findings forward. This may involve an additional session; however, this will be determined by the Committee at this time.</p>

Member / Officer Leads

Lead Member:	Chair: Cllr. Mohammed Idrees
Lead Officer and support:	<p>Amelia Wiltshire, Overview and Scrutiny Manager</p> <p>This will also be supported by Paul Langford, Interim Assistant Director for Housing Management and other officers from Birmingham City Council Housing service.</p> <p>Support will include:</p> <ul style="list-style-type: none"> Liaising with members to agree visits and any additional meeting dates Liaising with social housing providers



- | | |
|--|--|
| | <ul style="list-style-type: none">• Inviting people to give evidence• Accompanying site visits• Circulating agenda and papers in advance of the meeting• Producing a record of discussions• Producing a report for the Overview and Scrutiny Committee |
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Birmingham City Council

Housing and Neighbourhoods Overview and Scrutiny Committee

16 February 2023



Subject: Cleaner Streets – Summary of Recommendations

Report of: Councillor Mohammed Idrees, Chair of the Housing and Neighbourhoods Overview and Scrutiny Committee

Report author: Amelia Wiltshire, Overview & Scrutiny Manager
 Email: amelia.wiltshire@birmingham.gov.uk
 Phone: 07825 979253

1 Purpose

- 1.1 This report sets out the proposed policy recommendations from the Housing and Neighbourhoods Overview and Scrutiny in relation to Cleaner Streets, specifically litter, street cleansing and graffiti. These draft recommendations, for discussion with the Cabinet Member for Environment at the meeting are outlined in Appendix 1.

2 Recommendations

2.1 That the Committee

2.1.1 Reviews, and agrees any amendments to, the proposed

Recommendations and ‘What does Success look like’ set out in Appendix 1; and

2.1.2 Submits final recommendations and ‘What does Success look like’ by letter to the Cabinet Member for Environment for a formal response

3 Background

- 3.1 In July 2022, the Housing and Neighbourhoods Overview and Scrutiny Committee agreed a focus around Cleaner Streets, and specifically street cleansing, graffiti, and litter. The intention was to make policy recommendations based on the learning and best practice from other Local Authorities.
- 3.2 The Committee considered evidence from three Local Authorities (Derby, Rochdale, and Wigan) in separate informal sessions between November 2022 and January 2023. Further to this, the Committee has also been informed by

discussions at its meetings in November and January on the Fly-tipping Inquiry; this had been approved by Council in February 2021.

- 3.3 The Committee met informally on 16 January 2023 to review the evidence it had received and to develop these draft recommendations.

4 Summary of Evidence

- 4.1 A summary of the evidence is attached in Appendix 2. This outlines the key themes and learning which has informed its draft recommendations.

5 Any Finance Implications

- 5.1 The proposed recommendations outlined in Appendix 1 will have financial implications. The specific nature of these implications will need to be determined ahead of a formal response from the Cabinet Member for Environment to these recommendations.

6 Any Legal Implications

- 6.1 Both individually and collectively the proposed recommendations outlined in Appendix 1 do have legal implications. The specific nature of these implications will need to be determined ahead of a formal response from the Cabinet Member for Environment to these recommendations once more detailed plans are prepared by the respective service areas.

7 Any Equalities Implications

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

7.1.1 eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

7.1.2 advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

7.1.3 foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 7.2 The Committee should ensure that it addresses these duties by considering them during the development and delivery of its work programme. Specifically for this work on Cleaner Streets, the Committee has considered how the evidence they have received has impacted on different groups within the community, particularly those that share a relevant protected characteristic; whether the impact on particular groups is fair and proportionate; whether there is equality of access to services and fair representation of all groups within Birmingham; and whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

7.3 The Council will need to ensure its ongoing Public Sector Equality Duties are considered in the event that the recommendations outlined in Appendix 1 are taken forward for consideration. The consideration and preparation of equality impact assessments should be taken into account for each recommendation on an ongoing basis.

8 Appendices

8.1 Appendix 1 – Summary of Recommendations

8.2 Appendix 2 – Summary of Evidence



Cleaner Streets – Appendix 1

Housing and Neighbourhoods Overview and Scrutiny Committee

Summary of Recommendations

1.1 Following their assessment of the evidence, members of the Committee propose the following recommendations for the Cabinet Member for Environment:

Ref	Recommendation	What does Success look like?
R01	Introduce 'Local First' as the core principle of the Clean Streets services	A localities approach to service delivery
R02	Develop and deliver a new Birmingham Litter Prevention Strategy	A new council wide strategy in place with clear measures of success outlined, and an action plan for its implementation in place.
R03	Implement a localities approach to service delivery by introducing a new Local Operating Model.	<p>Locality units in place comprising of dedicated multi-skilled ward teams</p> <p>Localities defined around manageable boundaries enabling both management and front-line staff to establish and maintain effective relationships with Members and the community</p> <p>Front line staff who feel valued and motivated and with a sense of ownership of their ward/locality</p> <p>Regular walkabouts with Councillors and the Community to support the service to understand local needs and inform solutions.</p>



Ref	Recommendation	What does Success look like?
R04	Use key messages to deter litter and fly tipping tailored to the intended audience and the neighbourhood affected	<p>Develop a menu of key messages tailored to litter and fly tipping and specific to different audiences including businesses. Ensure messages are utilised at hotspot locations. For example, highlighting the cost of removal of fly tipping at the site of the fly tipping.</p> <p>Residents able to access the information they need on Birmingham City Council website.</p> <p>Education programmes delivered in primary and secondary schools</p>
R05	Adopt a 'One Team, One Council' approach, remove silo working between different services and harness the potential from across the Council to deliver visible change.	<p>Multi-skilled ward-based teams comprising different disciplines working together (for example, street cleansing; grounds maintenance and enforcement)</p> <p>A 'see it, sort it' attitude in place towards tackling issues. Staff deal with problems wherever possible rather than referring it on. Staff adopt a problem-solving approach towards resolving issues.</p> <p>All Council services contributing to the drive for cleaner streets</p>
R06	Create a change in culture throughout the services	<p>Staff feel proud to be part of the service, and understand the valuable part they play to create and maintain clean neighbourhoods</p> <p>Staff feel listened to, valued, and motivated with a sense of ownership of their ward/ locality</p> <p>The workforce is permanent and is highly trained.</p>
R07	Implement a proactive enforcement approach. Increase the capacity of the Council to target low level offences by enabling other services (e.g. Housing and Neighbourhood Action Co-ordinators) to issue warning letters and Fixed Penalty Notices	<p>A proactive and consistent enforcement approach in place (based on best practice from other areas) responding in all wards</p> <p>More staff equipped to take enforcement action</p> <p>Residents and businesses less likely to fly tip or drop litter</p>
R08	Establish devolved small grant budgets for Members for all wards to make improvements	<p>Small grant programme in place</p> <p>Schedule of costs to act as guidance for common street scene furniture and improvements shared with Members and for use of external groups.</p>



Ref	Recommendation	What does Success look like?
R09	Extend the programme of Love Your Environment days for longer periods to enable intensive Locality clean ups. A 'baseline' will be created for these areas, work done and then 'handed over' to main-stream services, community, and businesses to sustain these improvements	Intensive programme in place to raise local standards and refresh local streets and adopting a cross-boundary approach where appropriate Visible improvements in local areas for local residents and businesses
R010	Introduce a proactive approach towards graffiti and fly-posting removal on private land by removing first and recharging later	Staff trained in best techniques for graffiti removal Graffiti and flyposting removed quickly
R011	Promote options for residents and businesses as alternatives to fly-tipping on the Council website. For example, the British Heart Foundation	Residents and businesses are equipped with information to make different choices
R012	Map current bin assets with demand and schedules. Implement changes to Birmingham's current bin-frastructure to respond to this mapping	The right bin is located in the right place with the most appropriate schedule Members consulted about proposed changes to any bin location and size in their wards (both installations and removals)



Cleaner Streets – Appendix 2

Housing and Neighbourhoods Overview and Scrutiny Committee

1 Key Themes and Learning

Service Delivery

- 1.1 The street cleansing, graffiti and litter service teams need to have **access to quality and real time intelligence** about where problems are or are likely to happen. This means the service can deliver a targeted proactive schedule but also ensure they are responding quickly to emerging issues and complaints. Derby highlighted the transformative impact since the Whitespace digital platform was introduced for their service in 2020. Management is better informed about demand (both immediate and as trends) and to service plan; front line staff are also able to report issues they encounter for response and be tasked without having to return to the depot. This leads to a more effective and efficient service. Birmingham is currently trialling this technology and is scheduled to roll this out citywide soon.
- 1.2 A focus on **reducing complaints** and in particular repeat complaints needs to be a service priority. Less complaints should indicate the overall cleanliness of streets is improving and build confidence in citizens that the Council is responding to this challenge. Rochdale highlighted this has been a key step they have undertaken to deliver improvements in their borough. They explained that this was led by management and supervision (in particular around repeat complaints) who would regularly check these locations to ensure work had been completed and problems did not re-emerge.
- 1.3 Areas had different approaches when issues were on non-Council land, although there was **an emphasis on minimising the challenges land boundaries may pose for the overall benefit of the neighbourhood**. Rochdale applied a 'do and then work it out later' style approach. Therefore, Rochdale would work on private land and then recharge afterwards. All areas highlighted the need to work closing with other major landowners. Derby had a service contract in place with Derby Homes to maintain their land; Rochdale had introduced better communication between the housing provider and themselves to ensure the overall impact on residents was seamless. They had developed a plan for who did what and when.
- 1.4 New approaches towards service delivery were highlighted. Examples include:
- Derby had introduced **a different approach to remove graffiti** on private land. They no longer request permission of the landowner in advance of the removal. Instead, they remove the graffiti without permission. This approach has led to very few complaints and has meant that graffiti has been removed quicker. Derby introduced a revised training package for their staff to support the roll out of this approach; this ensures all graffiti removal is completed at the highest standard and reduces the risks around complaints.



- The **prevention and removal teams and enforcement arm work side by side** with each other in Wigan ensuring there is a seamed up and joint approach towards tackling issues. This reduces the barriers of silo working.
- Some **street cleansing staff in Rochdale now start their working day when they leave their house**, so they are immediately working. This means they are able to start addressing issues straight away, which means the service can do more.

Working in Localities

- 1.5 The value of service **teams aligned to localities** was identified as a way to improve service delivery by all three areas, although this operates differently in each area. This was particularly referenced in Rochdale, where they operate around the [‘township’](#) model. Staff working regularly in the same areas enables better understanding of local issues and also encourages ownership in delivering area improvements. Staff can see the impact of their work more clearly as they are not spread over too wide an area.
- 1.6 **Members can play an active role in influencing service delivery** in their wards. The role of Members was acknowledged as a valuable source of intelligence about hotspots and complaints in their wards, which in turn informs service delivery and deliver area improvements. Rochdale highlighted how they had introduced a programme of fortnightly walkabouts between service teams and local ward councillors. Members are able to show officers issues in-situ and receive direct feedback on how these issues are being resolved.
- 1.7 **Community Involvement and volunteering is critical** way to improve the quality of the street scene. All areas highlighted the valuable contributions of a wide range of community groups including ‘Friends of’ groups and Street Champions and emphasised the importance of sustaining and encouraging them. This can be achieved through provision of equipment, training and celebrating their contributions. Derby highlighted how they encouraged volunteers to feel ‘part of the team’.
- 1.8 **Enabling local areas to respond to issues themselves** was also identified as an important mechanism, which improves neighbourhoods and build a sense of ownership in the community. Both Derby and Wigan referred to borough wide programmes whereby funding is allocated to ward boards (or similar). In the case of Derby this is £15k per ward and had been recently increased from £10k. The individual criteria for this funding varied between the two areas, however examples could be replacement street signs or new bins.

Equipment

- 1.9 **Bins need to be in the right place with the right schedule** in place to empty them. Both Wigan and Derby have undertaken a review to consider the location, type, and quality of bins, and have used service intelligence to inform a revised bin collection schedule. Wigan’s review has been based on key findings from Keep Britain Tidy, Members, and other service intelligence. Rochdale have introduced solar bins following a trial of different models. They are not using the type operating in Birmingham, as they had found it poor performing.



- 1.10 **No areas have adopted a complete pesticide free approach to weed removal.** Rochdale have introduced a part approach, which means they no longer use chemicals within 50m of schools or in parks and open spaces. They instead use a handheld tool for these areas.

Workforce Culture

- 1.11 **A motivated and well-trained workforce** is vital to delivering change. Derby described how the engagement of staff throughout the implementation and roll out of the digital platform had been critical to its success. Rochdale highlighted the benefits delivered from a workforce who feel pride in their work. They had improved the communication between staff and management through regular briefings and team meetings, and also in promoting their activity in external briefings to showcase and celebrate their work. Wigan described how they emphasised what an important role staff play – ‘you are not just emptying a bin; you’re making this neighbourhood a better place’.

Behaviour Change

- 1.12 **Targeted and accurate communications** was identified as a critical success factor by Wigan in encouraging behaviour change amongst residents. They outlined local campaigns which reinforced the financial impact of removing litter and fly-tipping to get across the message to residents in a meaningful way. For example, the cost of removing the rubbish from this location could have been spent on a new swing in the playground. All three areas also highlighted the value of quality information to residents about services; all cautioned that information should be accurate and the service able to keep these promises.
- 1.13 Wigan have also **incentivised residents** through the [Wigan Deal](#). This is a strategy for the borough based on a contract between residents and the Council. For example, they have highlighted if residents play their part, the Council will be able to play its part. In relation to Cleaner Streets and in simple terms, residents understand if they do not fly tip or drop litter, the Council will be in a better position to keep Council tax down.

One Organisation

- 1.14 **A collaborative effort from across the Council** as a whole was acknowledged by Wigan as a critical success factor in their service improvements. They described the challenge for the Council to make the streets cleaner as a collective and joint priority, and outlined key contributions from other service areas, for example, Communications and Highways. This meant they did ‘not feel on our own but we worked together as one team.’ The introduction of a new Litter Prevention strategy is seen as a further step to reinforce this partnership working.
- 1.15 A tangible example of this is Wigan’s ‘Our Town’ campaign, which is now in its second year. This campaign aims to bring intensive resources in to raise the standard of a local area to where it should be, and then the emphasis moving forward is on maintaining this through mainstream activity. The campaign includes:



- Members and services identify high footfall areas outside of the town centre requiring improvements
- A plan of visual street scene improvements is developed through feedback from Members, stakeholders, and services. This may include removal of fly-tipping, replacement of broken street furniture and re-planting of shrubs.
- A period of intensive activity takes place to deliver this plan.

Measuring Impact

1.16 Different measures were identified through these three areas. However, it is **not clear whether they fully capture the resident experience**. Common areas included:

- APSE and LAMs inspections
- Number of complaints
- Number of compliments
- Sickness levels of workforce

1.17 Derby highlighted how they are currently exploring if they can use other street-based staff (for example, Highways Inspectors) to also assess street cleanliness.

Birmingham City Council

Housing and Neighbourhoods Overview and Scrutiny Committee

16 February 2023



Subject: City Operations Directorate Month 9 Performance Report
Report of: Mark Wiltshire Interim Strategic Director City Operations
Report author: Jonathan Antill, Head of Service, Business Improvement and Support, City Operations Directorate

1 Purpose

1.1 To provide the latest performance overview for City Operations Directorate.

2 Recommendations

2.1 Members note the report and agree any comments/recommendations.

2.2 Members note the Community Safety Partnership indicators have been included

3 Any Finance Implications

3.1 None.

4 Any Legal Implications

4.1 None.

5 Any Equalities Implications

5.1 None

6 Appendices

6.1 Month 9 September Performance Report.



City Operations Directorate

Overview and Scrutiny Performance Monitoring Report 2022/23

Month 9 -
December

Performance Monitoring Process

This report monitors City Operations Vital Signs and Corporate Plan Key Performance Indicators.

Key

Preferred Direction of Travel

'Bigger is better' - Performance improves if the result figure is higher

'Smaller is better' - Performance improves if the result figure is lower

Direction Of Travel (DOT)

- ▲ - Performance improves from previous reporting period (bigger is better)
- ▼ - Performance improves from previous reporting period (smaller is better)
- ▶ - No change in performance
- ▲ - Performance deteriorates from previous reporting period (smaller is better)
- ▼ - Performance deteriorates from previous reporting period (bigger is better)

BRAG (Blue Red Amber Green) Rating

Blue - Greatly exceeds target

Green - Achieved or slightly surpassed target

Amber - Slightly below target but above standard/tolerance

Red - Both the target and the standard/tolerance has not been achieved

Reporting period

In-month - KPI is measured on a month-on-month basis e.g. January only.

In-quarter - KPI is measured on a quarter-on-quarter basis e.g. Quarter 2 would cover July, August and September only.

Cumulative - The annual result up until that reporting period e.g. the May report's figure would be the total of the April and May's result (year-to-date).

Snapshot - The current (snapshot) figure at the end of the reporting period e.g. the May snapshot result would be the figure 'at that moment in time' on 31 May.

Year-end - The year-end result for annually-reported KPIs.

Contents Page

Vital Signs

Ref: TBC	Number of Houses in Multiple Occupation licence applications within adopted standard (time taken)	4
Ref: TBC	Number of completed inspections for licensed Houses in Multiple Occupation	4
Ref: TBC	Percentage of reported trees considered dangerous that are responded to and made safe within 2 hours	5
Ref: CO_CP-21	Reported missed collections per 100k collections scheduled	5
Ref: TBC	Number of dropped roads missed collections	6

Corporate Plan KPIs

Ref: CO_CP-11	Number of Community Triggers enquiries meeting threshold	7
Ref: CO_CP-12	Number of Anti-Social Behaviour incidents reported to the Council	7
Ref: CO_CP-13	Percentage of enquiries responded to within 48 hours from the Community Safety Team Front Door	8
Ref: CO_CP-14	Number of hate crimes reported to the Council	8
Ref: CO_CP-17	Number of properties improved in the Private Rented Sector as a result of Local Authority intervention	9
Ref: CO_CP-18	Private sector empty properties brought back into use	9
Ref: CO_CP-22	Level of street cleanliness as assessed by the Land Audit Management System (LAMS)	10
Ref: CO_CP-23	Increase recycling, reuse, and green waste (both with and without bottom ash)	10
Ref: CO_CP-24	Percentage of waste presented to landfill	11
Ref: CO_CP-27	Percentage of offensive graffiti incidents cleared within SLA (within 1 working day after being reported to BCC)	11

Vital Signs

Housing and Homelessness

Ref: TBC

Key Elements

Preferred Direction of Travel:



Bigger is better

Frequency:

Monthly

Reporting:

Cumulative

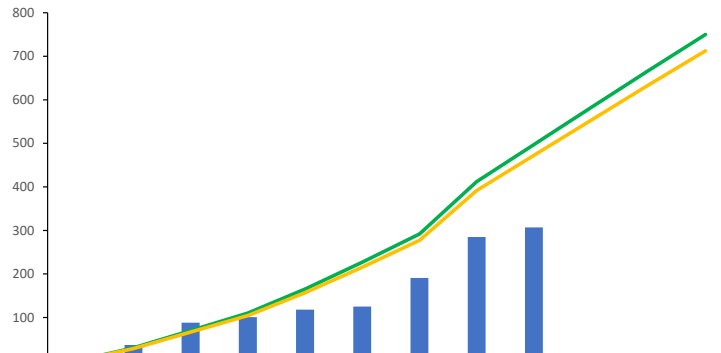
Baseline:

750

Benchmarking:

No benchmarking available for this KPI.

Number of Houses in Multiple Occupation licence applications within adopted standard (time taken)



	Apr	May	Jun/ Q1	Jul	Aug	Sep/ Q2	Oct	Nov	Dec/ Q3	Jan	Feb	Mar/ Q4
Result (2022/23)	7	37	88	101	118	125	191	285	307			
Target (2022/23)	0	30	70	110	165	227	292	412	497	582	667	750
Tolerance (2022/23)	0	29	67	105	157	216	277	391	472	553	634	713

Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1)

Jul

Aug

Sep (Q2)

Oct

Nov

Dec (Q3)

Jan

Feb

Mar (Q4)

Progress towards year-end target



Commentary:

The year-to-date (01/04/2022 - 31/12/2022) result is 307 which has not achieved the target of 497. However, the number of licences issued in 56 days is 22 while the total number issued in December 2022 is 60.

The team has been operating at 30% (5 FTE) below establishment since the beginning of 2022/23 and this accounts for the performance being below target. Following interviews held in November 2022, successful candidates have been selected to fill all current vacancies. It is expected that there will be improvements in this area by the end of the financial year.

Housing and Homelessness

Ref: TBC

Key Elements

Preferred Direction of Travel:



Bigger is better

Frequency:

Monthly

Reporting:

Cumulative

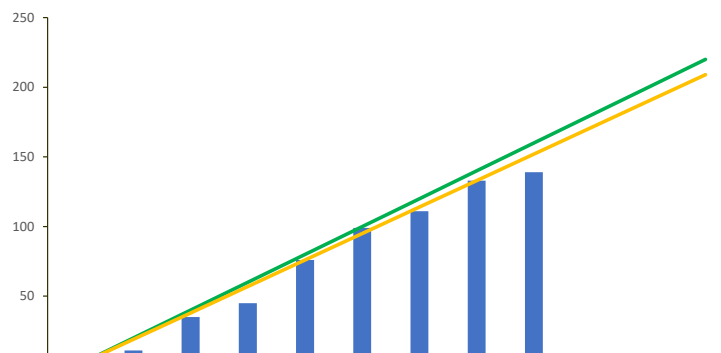
Baseline:

220

Benchmarking:

No benchmarking available for this KPI.

Number of completed inspections for licensed Houses in Multiple Occupation



	Apr	May	Jun/ Q1	Jul	Aug	Sep/ Q2	Oct	Nov	Dec/ Q3	Jan	Feb	Mar/ Q4
Result (2022/23)	0	11	35	45	76	99	111	133	139			
Target (2022/23)	0	20	40	60	80	100	120	140	160	180	200	220
Tolerance (2022/23)	0	19	38	57	76	95	114	133	152	171	190	209

Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1)

Jul

Aug

Sep (Q2)

Oct

Nov

Dec (Q3)

Jan

Feb

Mar (Q4)

Progress towards year-end target



Commentary:

The year-to-date (01/04/2022 - 31/12/2022) result is 139 which is below the target of 160.

The team has been operating at 30% (5 FTE) below establishment since the beginning of 2022/23. Following interviews held in November 2022, successful candidates have been selected to fill all current vacancies. It is expected that there will be improvements in this area by the end of the financial year.

The team continues to implement the recovery plan, prioritise urgent visits and issuing of licences.

Environment

Ref: TBC

Key Elements

Preferred Direction of Travel:

▲
Bigger is better

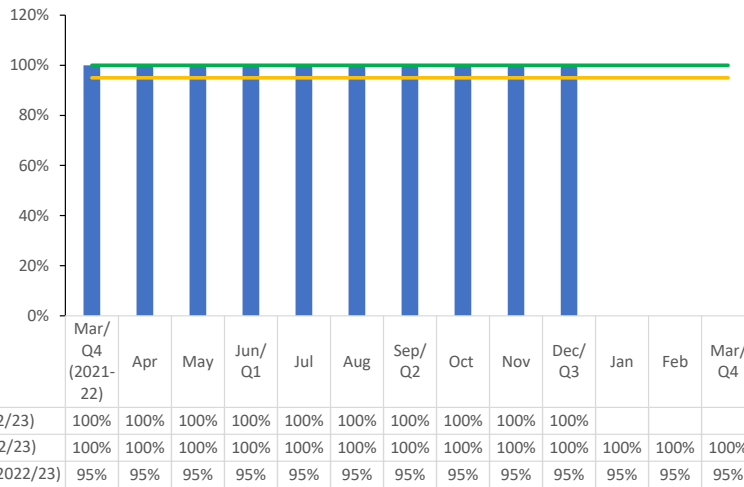
Frequency:
Monthly

Reporting:
In-month

Baseline:
100%

Benchmarking:
No benchmarking available for this KPI.

Percentage of reported trees considered dangerous that are responded to and made safe within 2 hours



Trend Analysis

	BRAG	DOT
Mar (21/22)	Green	▲
Apr	Green	▲
May	Green	▲
Jun (Q1)	Green	▲
Jul	Green	▲
Aug	Green	▲
Sep (Q2)	Green	▲
Oct	Green	▲
Nov	Green	▲
Dec (Q3)	Green	▲
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Environment

Ref: CO_CP-21

Key Elements

Preferred Direction of Travel:

▼
Smaller is better

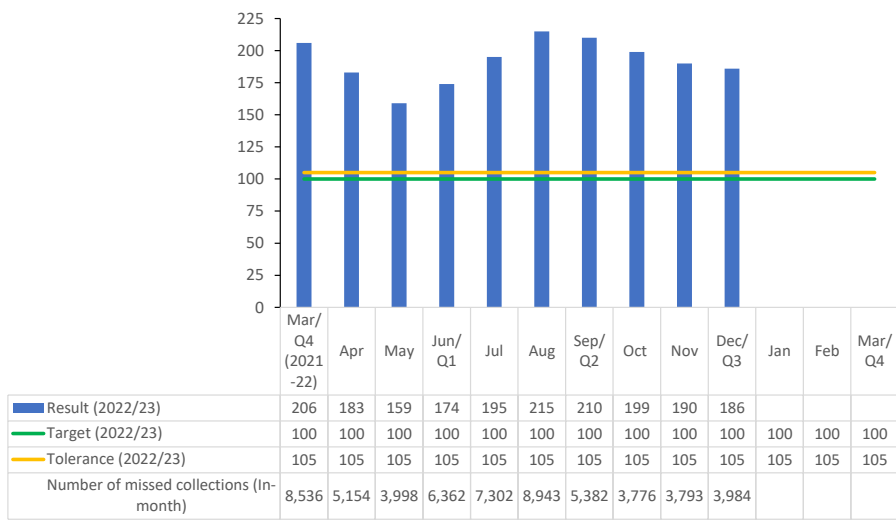
Frequency:
Monthly

Reporting:
Cumulative

Baseline:
206

Benchmarking:
No benchmarking available for this KPI.

Reported missed collections per 100k collections scheduled



Trend Analysis

	BRAG	DOT
Mar (21/22)	Red	▲
Apr	Red	▼
May	Red	▼
Jun (Q1)	Red	▲
Jul	Red	▲
Aug	Red	▲
Sep (Q2)	Red	▼
Oct	Red	▼
Nov	Red	▼
Dec (Q3)	Red	▼
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Commentary:

The year-to-date (01/04/2022 - 31/12/2022) result is 186 which has not achieved the target of 100. There were 2,390 reported missed residual collections and 1,594 reported missed recycling collections in December 2022. The total amount of collections scheduled in December 2022 was 2.67 million.

In December, a significant number of missed collections were due to some staff being unable to work due to sickness.

A vehicle replacement programme will continue next year where a budget of £12M has been allocated and also £12M the following year. The new more reliable vehicles will reduce missed collections which were the result of vehicle breakdowns.

The service is currently identifying repeat missed collections to improve service delivery.

Environment

Ref: TBC

Key Elements

Preferred Direction of Travel:



Smaller is better

Frequency:

Monthly

Reporting:

In-month

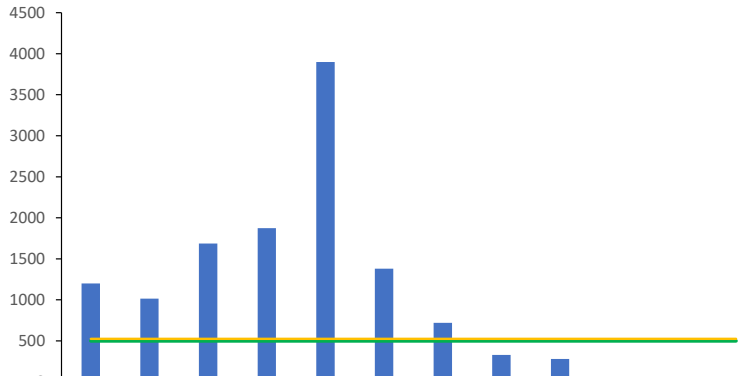
Baseline:

TBC

Benchmarking:

No benchmarking available for this KPI.

Number of dropped roads missed collections



	Apr	May	Jun/ Q1	Jul	Aug	Sep/ Q2	Oct	Nov	Dec/ Q3	Jan	Feb	Mar/ Q4
Result (2022/23)	1199	1014	1687	1874	3898	1381	721	329	280			
Target (2022/23)	500	500	500	500	500	500	500	500	500	500	500	500
Tolerance (2022/23)	525	525	525	525	525	525	525	525	525	525	525	525

Trend Analysis

	BRAG	DOT
Mar (21/22)		
Apr	Red	
May	Red	Green Down Arrow
Jun (Q1)	Red	Red Up Arrow
Jul	Red	Red Up Arrow
Aug	Red	Red Up Arrow
Sep (Q2)	Red	Green Down Arrow
Oct	Red	Green Down Arrow
Nov	Blue	Green Down Arrow
Dec (Q3)	Blue	Green Down Arrow
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Corporate Plan KPIs

Social Justice, Community, Safety, and Equalities

Ref: CO_CP-11

Key Elements

Preferred Direction of Travel:



Smaller is better

Frequency:

Quarterly

Reporting:

Cumulative

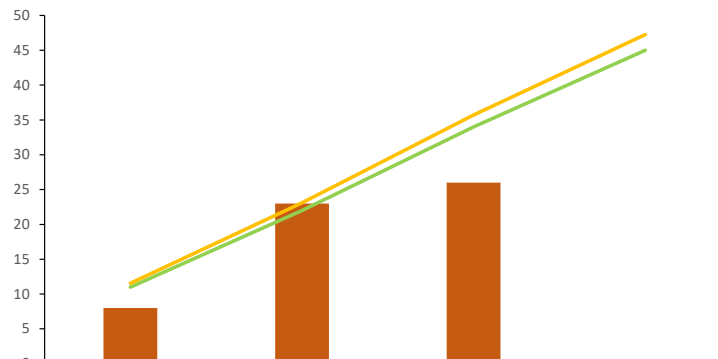
Baseline:

TBC

Benchmarking:

No – Data is available, however, each local authority has their own determined threshold so benchmarking cannot be compared.

Number of Community Triggers enquiries meeting threshold



	Jun/ Q1	Sep/ Q2	Dec/ Q3	Mar/ Q4
Result (2022/23)	8	23	26	
Target (2022/23)	11	22	34	45
Tolerance (2022/23)	12	23	36	47

Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1) Blue

Jul

Aug

Sep (Q2) Amber ▲

Oct

Nov

Dec (Q3) Blue ▼

Jan

Feb

Mar (Q4)

Progress towards year-end target



Social Justice, Community, Safety, and Equalities

Ref: CO_CP-12

Key Elements

Preferred Direction of Travel:



Smaller is better

Frequency:

Quarterly

Reporting:

Cumulative

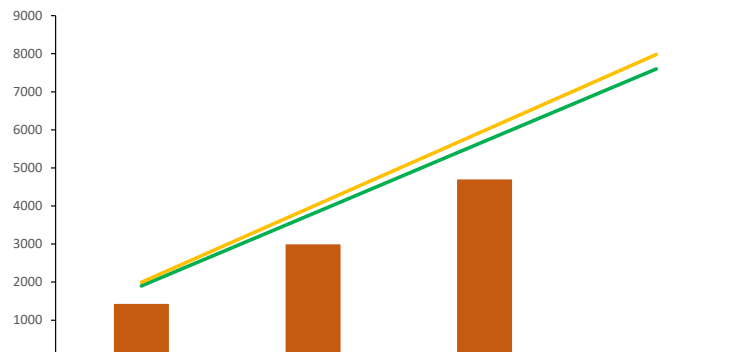
Baseline:

TBC

Benchmarking:

No benchmarking available for this KPI.

Number of Anti-Social Behaviour incidents reported to the Council



	Jun/ Q1	Sep/ Q2	Dec/ Q3	Mar/ Q4
Result (2022/23)	1414	2975	4684	
Target (2022/23)	1900	3800	5700	7600
Tolerance (2022/23)	1995	3990	5985	7980

Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1) Blue

Jul

Aug

Sep (Q2) Blue ▲

Oct

Nov

Dec (Q3) Blue ▲

Jan

Feb

Mar (Q4)

Progress towards year-end target



Social Justice, Community, Safety, and Equalities

Ref: CO_CP-12

Key Elements

Preferred Direction of Travel:



Bigger is better

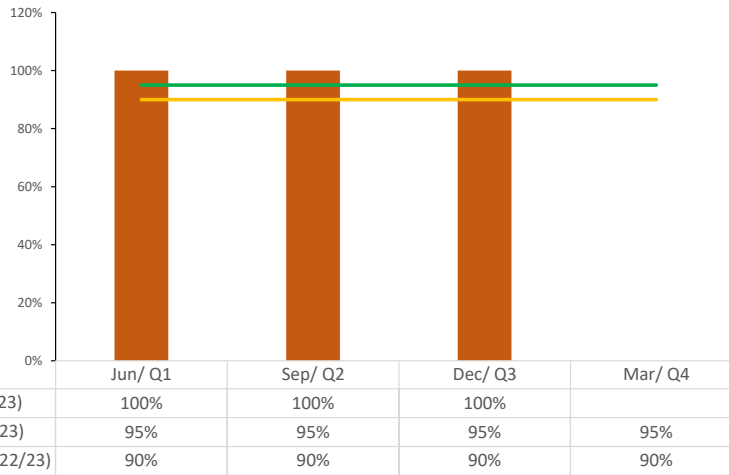
Frequency:
Quarterly

Reporting:
Quarter on quarter

Baseline:
TBC

Benchmarking:
No benchmarking available for this KPI.

Percentage of enquiries responded to within 48 hours from the Community Safety Team Front Door



Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1) Blue

Jul

Aug

Sep (Q2) Blue ▶

Oct

Nov

Dec (Q3) Blue ▶

Jan

Feb

Mar (Q4)

Progress towards year-end target



Social Justice, Community, Safety, and Equalities

Ref: CO_CP-14

Key Elements

Preferred Direction of Travel:



Smaller is better

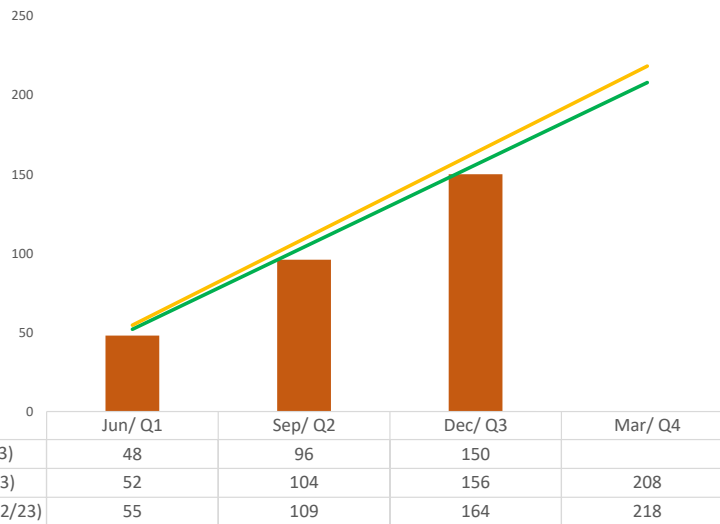
Frequency:
Quarterly

Reporting:
Cumulative

Baseline:
TBC

Benchmarking:
No benchmarking available for this KPI.

Number of hate crimes reported to the Council



Trend Analysis

BRAG DOT

Mar (21/22)

Apr

May

Jun (Q1) Blue

Jul

Aug

Sep (Q2) Blue ▶

Oct

Nov

Dec (Q3) Green ▲

Jan

Feb

Mar (Q4)

Progress towards year-end target



Performance Monitoring Report

Housing and Homelessness

Ref: CO_CP-17

Key Elements

Preferred Direction of Travel:

▲
Bigger is better

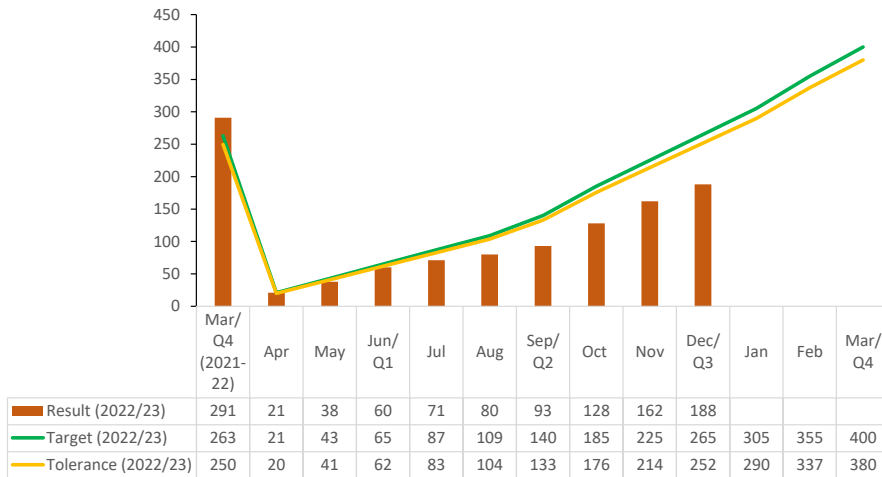
Frequency:
Monthly

Reporting:
Cumulative

Baseline:
291

Benchmarking:
No benchmarking available for this KPI.

Number of properties improved in the Private Rented Sector as a result of Local Authority intervention



Trend Analysis

	BRAG	DOT
Mar (21/22)	Blue	▲
Apr	Green	▲
May	Red	▼
Jun (Q1)	Red	▲
Jul	Red	▼
Aug	Red	▼
Sep (Q2)	Red	▼
Oct	Red	▲
Nov	Red	▲
Dec (Q3)	Red	▼
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Commentary:

The year-to-date (01/04/2022 - 31/12/2022) result is 188 which has not achieved the target of 265.

The team has had vacancies of 45% (4 FTE) since the beginning of 2022/23. Interviews were held in November to bring the staffing compliment up to establishment. Three successful candidates have been selected and will be starting towards the end of January 2023. The remaining vacancy will be readvertised. Currently there are only 2 Environmental Health Officers covering the whole of the city.

Housing and Homelessness

Ref: CO_CP-18

Key Elements

Preferred Direction of Travel:

▲
Bigger is better

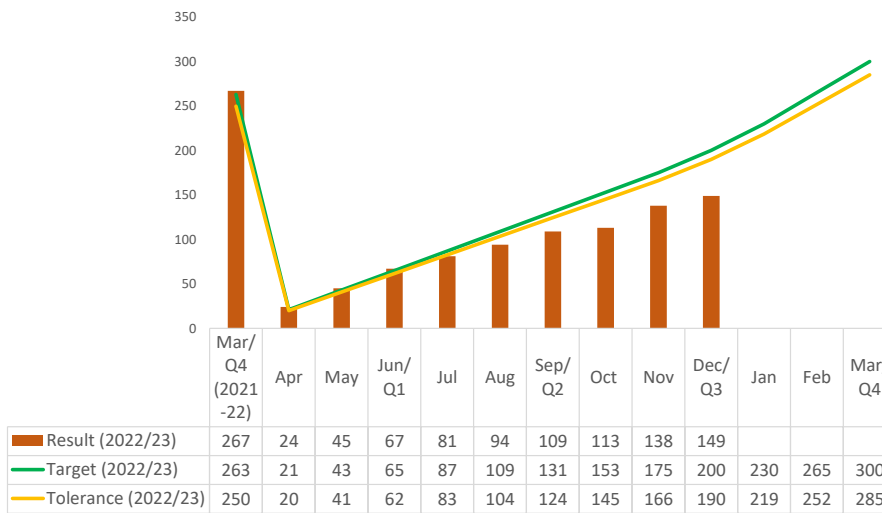
Frequency:
Monthly

Reporting:
Cumulative

Baseline:
267

Benchmarking:
No benchmarking available for this KPI.

Private sector empty properties brought back into use



Trend Analysis

	BRAG	DOT
Mar (21/22)	Green	▲
Apr	Blue	▲
May	Green	▼
Jun (Q1)	Green	▼
Jul	Red	▼
Aug	Red	▼
Sep (Q2)	Red	▼
Oct	Red	▼
Nov	Red	▲
Dec (Q3)	Red	▼
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Commentary:

The year-to-date (01/04/2022 – 31/12/2022) result is 149 which has not achieved the target of 200 for this period.

The team has had one vacancy of 25% (1 FTE) since the beginning of 2022/23, but a successful candidate is in the process of being appointed. The successful candidate will start at the end of January 2023. It is expected that there will be improvements in this area by the end of the financial year.

Performance Monitoring Report

Environment

Ref: CO_CP-22

Key Elements

Preferred Direction of Travel:

▲
Bigger is better

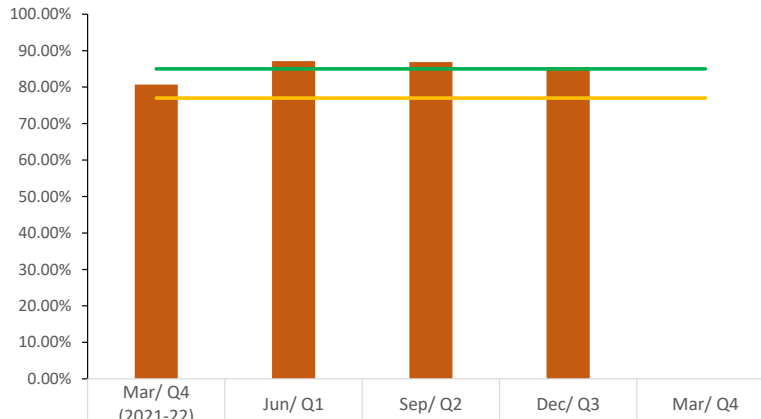
Frequency:
Quarterly

Reporting:
Cumulative

Baseline:
80.71%

Benchmarking:
Benchmarking is available every two months with those authorities who are part of the APSE – Land Audit Management System.

Level of street cleanliness as assessed by the Land Audit Management System (LAMS)



	Mar/ Q4 (2021-22)	Jun/ Q1	Sep/ Q2	Dec/ Q3	Mar/ Q4
Result (2022/23)	80.71%	87.11%	86.84%	85.48%	
Target (2022/23)	85.00%	85.00%	85.00%	85.00%	85.00%
Tolerance (2022/23)	77.00%	77.00%	77.00%	77.00%	77.00%

Trend Analysis

	BRAG	DOT
Mar (21/22)	Amber	▼
Apr		
May		
Jun (Q1)	Green	▲
Jul		
Aug		
Sep (Q2)	Green	▼
Oct		
Nov		
Dec (Q3)	Green	▼
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Environment

Ref: CO_CP-23

Key Elements

Preferred Direction of Travel:

▲
Bigger is better

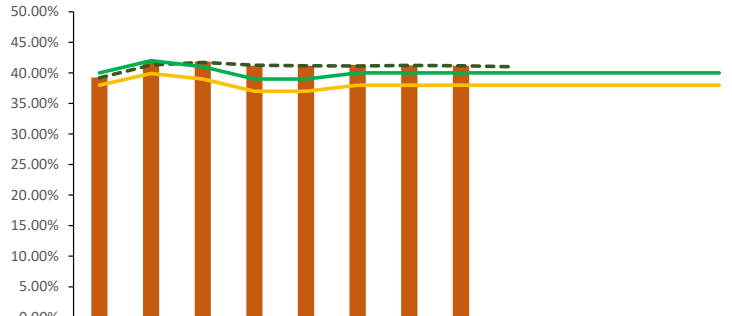
Frequency:
Monthly

Reporting:
Cumulative

Baseline:
39.26%

Benchmarking:
No benchmarking available for this KPI.

Increase recycling, reuse, and green waste (both with and without bottom ash)



Actual 2022/23 Result (excluding Bottom Ash)	23.53%	25.21%	26.37%	26.94%	26.52%	26.48%	26.54%	26.06%					
Estimate 2022/23 Result (excluding Bottom Ash)	23.56%	24.44%	26.14%	26.98%	26.46%	26.25%	26.52%	26.20%	25.68%				

Trend Analysis

	BRAG	DOT
Mar (21/22)	Amber	▲
Apr	Amber	▲
May	Green	▲
Jun (Q1)	Blue	▲
Jul	Blue	▼
Aug	Green	▼
Sep (Q2)	Green	▲
Oct	Green	▼
Nov	Green	▼
Dec (Q3)		
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Environment

Ref: CO_CP-24

Key Elements

Preferred Direction of Travel:



Smaller is better

Frequency:

Monthly

Reporting:

Cumulative

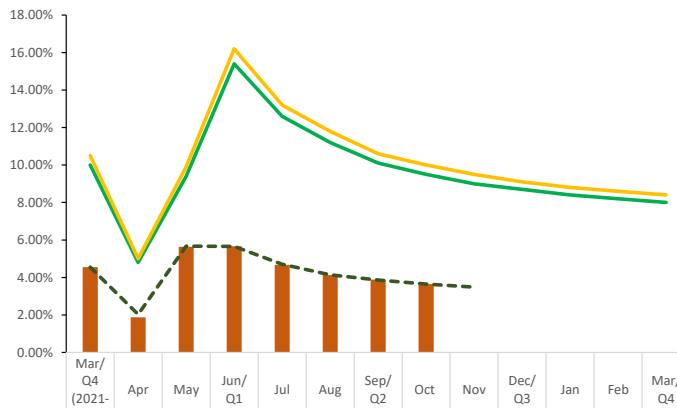
Baseline:

4.55%

Benchmarking:

No benchmarking available for this KPI.

Percentage of waste presented to landfill



	Mar/ Q4 (2021-22)	Apr	May	Jun/ Q1	Jul	Aug	Sep/ Q2	Oct	Nov	Dec/ Q3	Jan	Feb	Mar/ Q4
Actual Result (2022/23)	4.55%	1.88%	5.64%	5.67%	4.67%	4.13%	3.88%	3.65%					
Estimate Result (2022/23)	4.55%	2.03%	5.67%	5.66%	4.70%	4.14%	3.86%	3.65%	3.48%				
Target (2022/23)	10.00%	4.80%	9.40%	15.40%	12.60%	11.20%	10.10%	9.50%	9.00%	8.70%	8.40%	8.20%	8.00%
Tolerance (2022/23)	10.50%	5.00%	9.90%	16.20%	13.20%	11.80%	10.60%	10.00%	9.50%	9.10%	8.80%	8.60%	8.40%

Trend Analysis

Month	BRAG	DOT
Mar (21/22)	Blue	Green
Apr	Blue	Green
May	Blue	Red
Jun (Q1)	Blue	Green
Jul	Blue	Red
Aug	Blue	Green
Sep (Q2)	Blue	Red
Oct	Blue	Red
Nov	Blue	Red
Dec (Q3)		
Jan		
Feb		
Mar (Q4)		

Progress towards year-end target



Environment

Ref: CO_CP-27

Key Elements

Preferred Direction of Travel:



Bigger is better

Frequency:

Quarterly

Reporting:

Cumulative

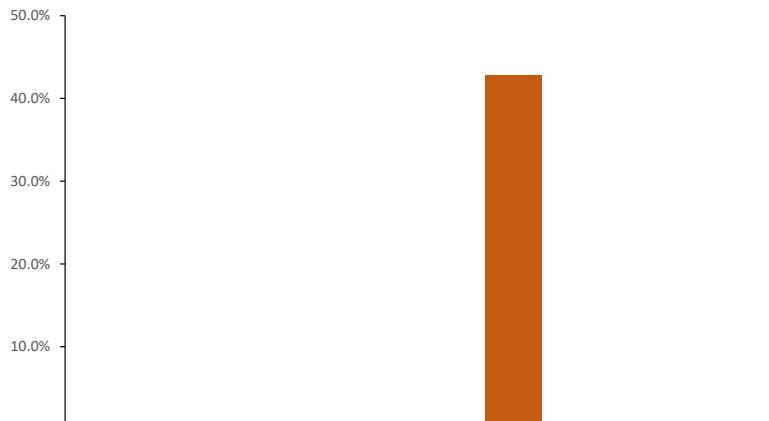
Baseline:

TBC

Benchmarking:

No benchmarking available for this KPI.

Percentage of offensive graffiti incidents cleared within SLA (within 1 working day after being reported to BCC)



	Jun/ Q1	Sep/ Q2	Dec/ Q3	Mar/ Q4
Result (2022/23)			42.9%	

Trend Analysis

Month	BRAG	DOT
Mar (21/22)		
Apr		
May		
Jun (Q1)		
Jul		
Aug		
Sep (Q2)		
Oct		
Nov		
Dec (Q3)		
Jan		
Feb		
Mar (Q4)		

Commentary:

There were 7 offensive graffiti incidents reported in November and December 2022. 3 of these were cleared within one working day.

NB: This KPI was finalised in November 2022 meaning there are no retrospective figures prior to November 2022. Targets will be determined over the following months once there is enough data to determine trends.

Birmingham City Council

Housing and Neighbourhoods Overview and Scrutiny Committee

Date 16-02-2023



Subject: City Housing Directorate Performance Update.

Report of: Paul Langford, Interim Strategic Director, City Housing Directorate.

Report author: Mira Gola, Head of Business Improvement and Support, City Housing Directorate.

1 Purpose

- 1.1 To provide the Month 9/Quarter 3 performance overview of the City Housing Directorate.
- 1.2 To provide an update on Local Government Ombudsman matters for the period April to December 2022.

2 Recommendations

- 2.1 Members to note the performance report for the reporting period to December 2022 (Month 9).
- 2.2 Members to note the update on Local Government Ombudsman matters for the period April to December 2022.

3 Any Finance Implications

- 3.1 None.

4 Any Legal Implications

- 4.1 None.

5 Any Equalities Implications

- 5.1 None.

6 Appendices

- 6.1 Month 9 Performance Monitoring Report 2022/23.

6.2 Presentation on Local Government Ombudsman matters for the period April to December 2022.

City Housing Directorate Housing and Neighbourhoods Overview and Scrutiny Committee Performance Monitoring Report 2022/23
Month 9 - December
Version 1.1

Performance Monitoring Process

The reporting framework is based on performance against targets, baseline figures, and benchmarking (where it is available).

This report contains KPIs for the 2022/23 financial year.

Key

Preferred Direction of Travel	
'Bigger is better'	Performance improves if the result figure is higher
'Smaller is better'	Performance improves if the result figure is lower

Direction Of Travel (DOT)	
△	Performance improves from previous reporting period (bigger is better)
▽	Performance improves from previous reporting period (smaller is better)
▶	No change in performance
△	Performance deteriorates from previous reporting period (smaller is better)
▽	Performance deteriorates from previous reporting period (bigger is better)

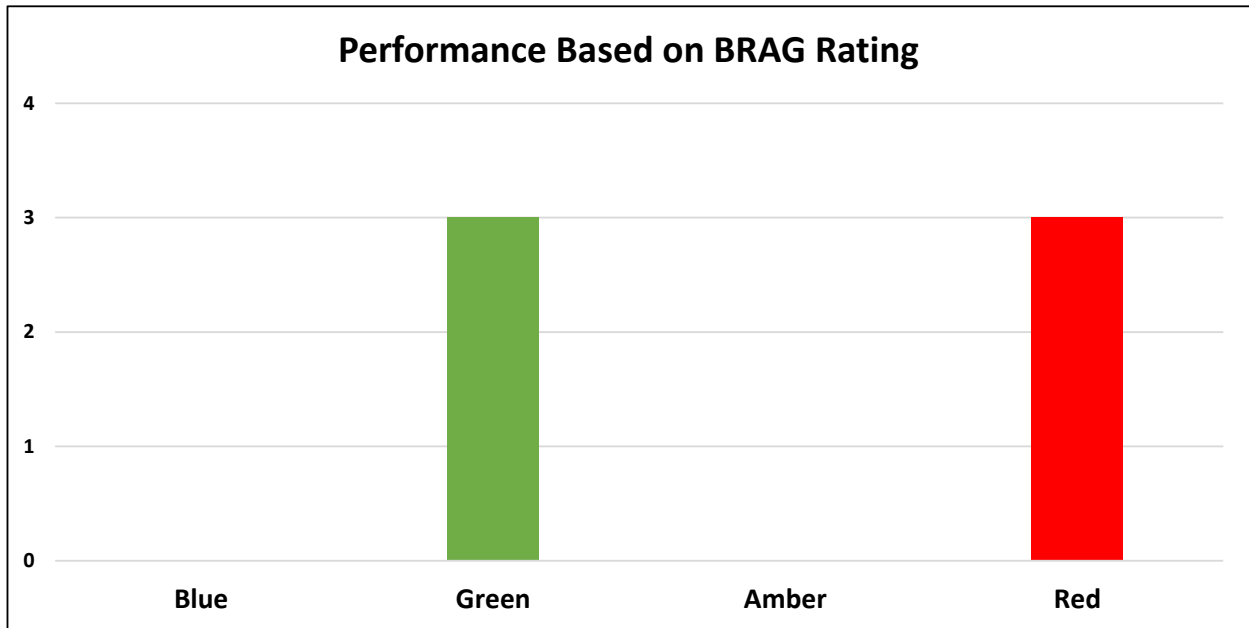
BRAG (Blue Red Amber Green) Rating	
Blue	Greatly exceeds target
Green	Achieved or slightly surpassed target
Amber	Slightly below target but above standard/tolerance
Red	Both the target and the standard/tolerance has not been achieved

Reporting period	
In-month	KPI is measured on a month-on-month basis e.g. January only
In-quarter	KPI is measured on a quarter-on-quarter basis e.g. Quarter 2 would cover July, August and September only
Cumulative	The annual result up until that reporting period e.g. the May report's figure would be the total of the April and May's result (year-to-date)
Snapshot	The current (snapshot) figure at the end of the reporting period e.g. the May snapshot result would be the figure 'at that moment in time' on 31 May
Year-end	The year-end result for annually-reported KPIs

Summary Vital Signs

Summary of KPI Performance by BRAG Rating

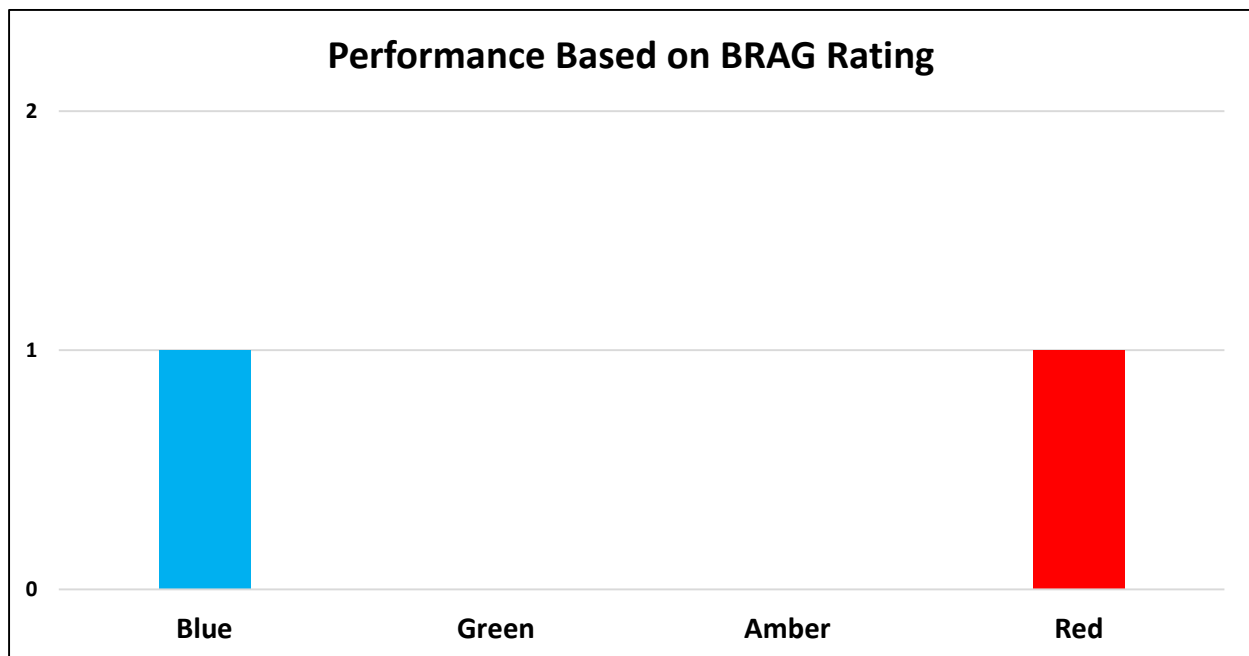
BRAG	Number	Percentage of total
Blue	0	0%
Green	3	43%
Amber	0	0%
Red	3	43%
Blue, Green, Amber, Red Total	6	86%
Other KPIs (no target, target TBC, or BRAG N/A)	1	14%
Grand Total	7	-



Summary Corporate Plan KPIs (Quarter Three)

Summary of KPI Performance by BRAG Rating

BRAG	Number	Percentage of total
Blue	1	33%
Green	0	0%
Amber	0	0%
Red	1	33%
Blue, Green, Amber, Red Total	2	67%
Other KPIs (no target, target TBC, or BRAG N/A)	1	33%
Grand Total	3	-



Exceptions Report and Contents Page

Overall performance by BRAG rating (commentary provided where KPI's BRAG rating is red, amber, or blue)

Vital Signs

Asset Management

Ref.	KPI	BRAG rating	Page
VH1a	Percentage of Council housing routine repairs resolved within 30 days	Green	6

Ref.	KPI	BRAG rating	Page
VH1b	Percentage of Right to Repair jobs completed against period profile	Green	6

Ref.	KPI	BRAG rating	Page
VH1c	Percentage of Council housing emergency repairs responded to in 2 hours	Green	7

Ref.	KPI	BRAG rating	Page
VH2	Average days void turnaround - excluding void sheltered properties	Red	7

Exception Commentary:

The void turnaround performance for December 2022 (excluding sheltered properties) was 44.5 days against the target of 28 days; this is 8.4 days worse than the performance in November.

Although the city-wide performance is 44.5 days, performance in the South area (contracted to Fortem) is the primary contributor to underperformance, average turnaround in the South area was 63.9 days in December. By comparison EQUANS performance in the same period was much better at 24.5 days in the North, 32.2 days in the East and 39.9 days in the West.

Void performance was adversely affected by the Christmas break with some of the supply chain closing down for the festive period.

Fortem's ongoing underperformance has resulted in a formal contractual rectification notice being issued at the end of December 2022. BCC have issued their formal response to Fortem's rectification plan.

The time taken for the Voids Team to let a void once fit for letting was 9.85 days and therefore well under the target.

A review of this KPI will be undertaken in line with the business planning process for 2023/24 with a view to separating this indicator into major and routine voids, to align with good practice in other Local Authorities. Separating out the KPI in this way will give more visibility around contractor times and void turnaround and will enable more insight into the root cause of any potential performance issues going forward.

Housing Solutions and Support

Ref.	KPI	BRAG rating	Page
VH3	Percentage of housing applications awaiting assessment that are within 6 weeks	Red	8

Exception Commentary:

As of December 2022, a total of 4906 new housing applications are awaiting assessment, of which 2465 (53.91%) are within 6 weeks. This continues to be below the quarter three target of 85%.

Once a fully completed application form along with the required supporting documentation has been received, the service aims to assess new housing applications within six weeks.

There has been an unprecedented increase in the number of applications to the Housing Register. The average number of applications received per week in 2022 was over 500, compared to 477 in 2021, 391 in 2020 and 383 in 2019. With more applications there are more decisions and as a result an increase in reviews and processing Change in Circumstance requests which also have to be undertaken by the same officers.

Individual performance monitoring of officers is in place and an additional resource of four agency staff has been agreed to supplement resources. While cases are allocated in date order, homeless cases are given priority – high levels of these impact the number going over 6 weeks. There was a further reduction in resources and hours available at the end of the month due to the Christmas period. The service is working collaboratively with the Special Projects Improvement & Delivery Unit to undertake a specific review to look at the end to end process of housing applications awaiting to be assessed and identify how performance can be improved.

With the launch of the new allocation policy on 18th January 2023 there is the opportunity to ensure sufficient resources are in place to meet ongoing demand.

Ref.	KPI	BRAG rating	Page
TBC	Total number of households in Bed and Breakfast	N/A	8

Ref.	KPI	BRAG rating	Page
TBC	Total numbers of families in Bed and Breakfast over 6 weeks	Red	9

Exception Commentary:

As of December 2022, there are 504 households with dependents who have been in Bed and Breakfast accommodation for more than 6 weeks; this is substantially higher than the target of 150 for quarter three 2022/23 and an increase of 39 compared to November. In light of cost of living pressures, the service undertook a reforecasting of Bed and Breakfast numbers. Whilst currently underperforming against this KPI, the service is out performing what was forecast for the end of December (549), given the additional pressures.

The reason for underperformance is the volume of households approaching as homeless (up 30% on 2020) and needing emergency accommodation despite achieving a homelessness prevention outcome in 45.20% of quarter three cases. This is combined with the already large number of households in Bed and Breakfast (723) and temporary accommodation overall (over 4400). The service concentrates on re-housing those longest in Bed and Breakfast with Oscott Gardens specifically being utilised for this at present with 354 rooms occupied. This is in addition to increasing dispersed temporary accommodation by 186 units, the Accommodation Finding Team securing 161 permanent homes in the private rented sector and the Eviction Panel avoiding eviction in 93% of cases. This is along with other initiatives to reduce and end the use of Bed and Breakfast. The Temporary Accommodation Strategy seeks further resources to address this demand.

Exceptions Report and Contents Page

Overall performance by BRAG rating (commentary provided where KPI's BRAG rating is red, amber, or blue)

Corporate Plan KPIs (Quarter Three)

Housing Solutions and Support

Ref.	KPI	BRAG rating	Page
TBC	Number of households living in temporary accommodation per 1,000 households	N/A	10

Ref.	KPI	BRAG rating	Page
TBC	Households where homelessness is prevented	Blue	10

Exception Commentary:

The quarter three result is 45.20%, which is above the target of 40%. As outlined in quarter one, the definition of this indicator has been modified from the 2021/22 reporting period. This now matches national definitions and will enable comparison against National Government statistics and data. In light of the success in achieving this target the service will review and set a stretch target for 2023/24, one that reflects stronger performing Local Authorities.

There has been a slight increase in quarter three performance for this indicator, compared to quarter two; this increase reflects the rise in staffing numbers working with customers during the period and the increase in prevention tools. Prevention activity continues to be prioritised across the service area through action such as funding deposits, mediation, and rent in advance. The Targeted Operating Model (TOM) has a focus on prevention and an action plan is in place reflecting a range of additional actions to further progress prevention.

Ref.	KPI	BRAG rating	Page
TBC	Households where homelessness is relieved	Red	11

Exception Commentary:

The quarter three result is 25.07%, which is below the target of 30%. As outlined in quarter one, the definition of this indicator has been modified from the 2021/22 reporting period. This now matches national definitions and will enable comparison against National Government statistics and data.

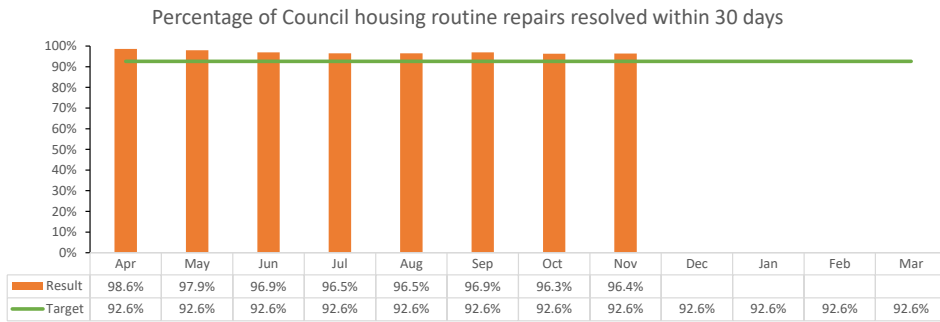
Households placed into relief are often in immediate crisis and are usually provided with emergency accommodation on the day of presentation. This is especially the case with domestic abuse which is currently the third highest reason for homelessness. This is a stretch target for the City Council and whilst the third quarter has seen some improvement, the result is still outside the tolerance level. However, the work of the Accommodation Finding Team and the Complex Needs Team when fully established should lead to improving performance in this area.

Vital Signs

Asset Management

Frequency: Monthly DOT: △ BRAG: Green Reporting: In-month

Preferred direction of travel



△
Bigger is Better

Status:

Q4 - 21/22 Green

Q1 Green

Q2 Green

Q3 N/A

Q4 N/A

Baseline:

87.20%

Variance from target (monthly)

3.8%

Year End Target

92.60%

Benchmarking:

N/A

Commentary:

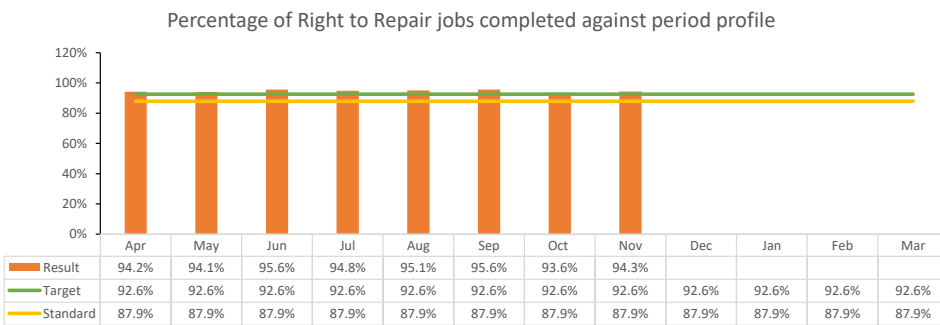
KPI reported one month in arrears: The November 2022 result is 96.4% which has surpassed the contractual target of 92.6% (17,229 repairs out of 17,866).

The performance is monitored by the service via daily appointments and monthly performance reports to ensure drops in performance can be identified and addressed in month with contractors.

Breakdown per contractor area: EQUANS North: 99.2% (2,529 repairs out of 2,550), EQUANS Central: 97.4% (4,111 repairs out of 4,222), EQUANS East: 97.3% (5,240 repairs out of 5,386), Fortem: 93.7% (5,349 repairs out of 5,708).

Frequency: Monthly DOT: △ BRAG: Green Reporting: In-month

Preferred direction of travel



△
Bigger is Better

Status:

Q4 - 21/22 Amber

Q1 Green

Q2 Green

Q3 N/A

Q4 N/A

Baseline:

89.30%

Variance from target (monthly)

1.7%

Year End Target

92.60%

Benchmarking:

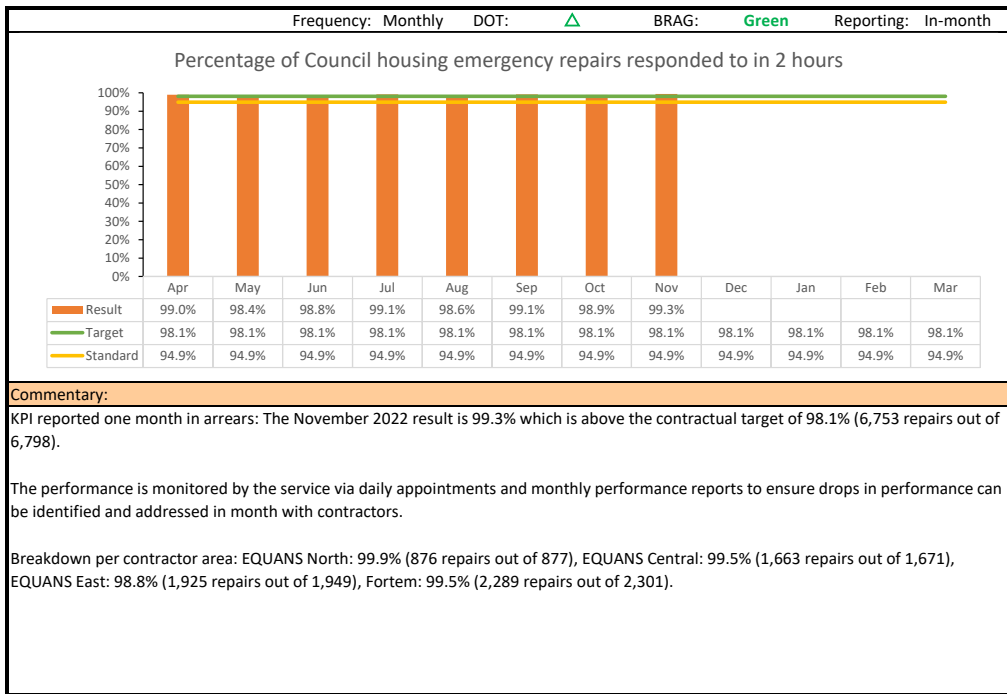
N/A

Commentary:

KPI reported one month in arrears: The November 2022 result is 94.3% which is above the contractual target of 92.6% (6,177 repairs out of 6,549).

The performance is monitored by the service via daily appointments and monthly performance reports to ensure drops in performance can be identified and addressed in month with contractors.

Breakdown per contractor area: EQUANS North: 93.8% (799 repairs out of 852), EQUANS Central: 94.8% (1,582 repairs out of 1,669), EQUANS East: 98.0% (1,832 repairs out of 1,870), Fortem: 91.0% (1,964 repairs out of 2,158).



Preferred direction of travel
△
 Bigger is Better

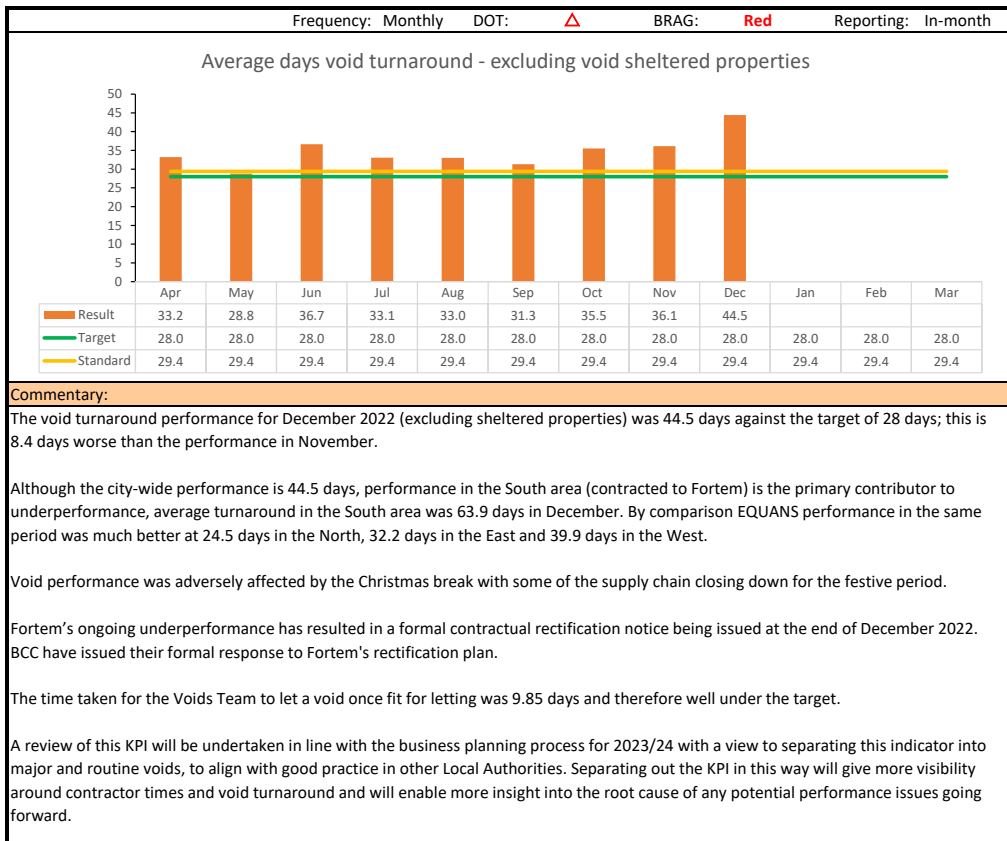
Status:
 Q4 - 21/22 Amber
 Q1 Green
 Q2 Green
 Q3 N/A
 Q4 N/A

Baseline:
 98.2%

Variance from target (monthly)
 1.2%

Year End Target
 98.1%

Benchmarking:
 N/A



Preferred direction of travel
▽
 Smaller is Better

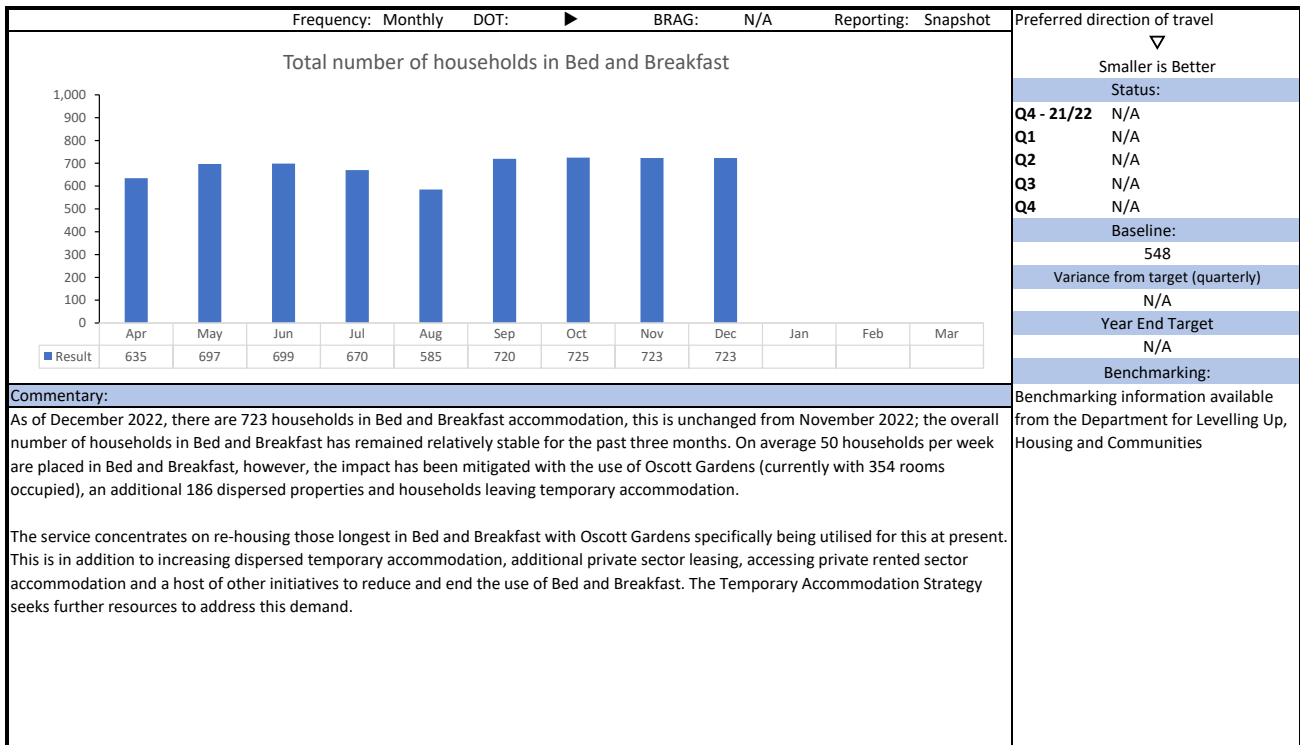
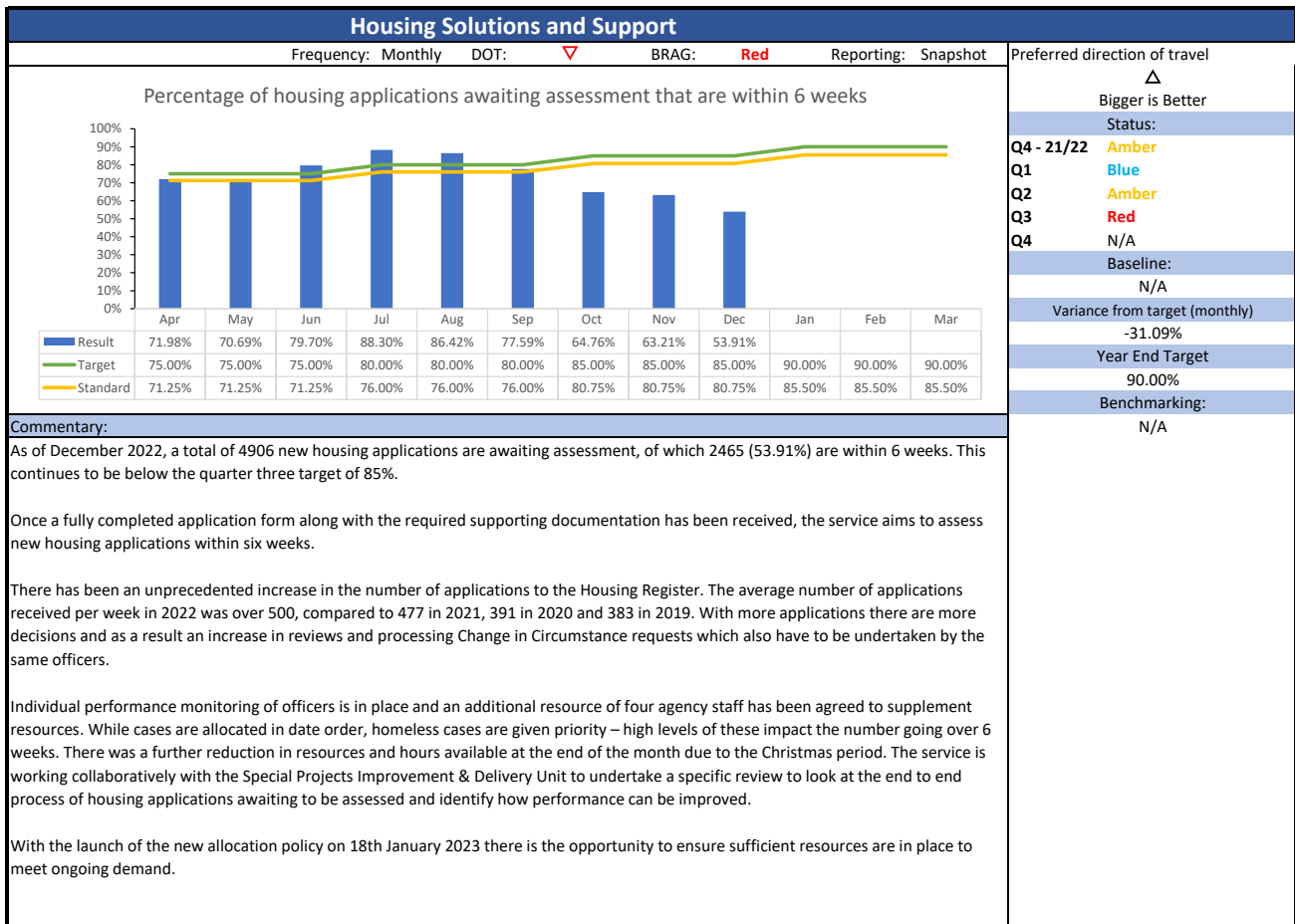
Status:
 Q4 - 21/22 Amber
 Q1 Red
 Q2 Red
 Q3 Red
 Q4 N/A

Baseline:
 46.9

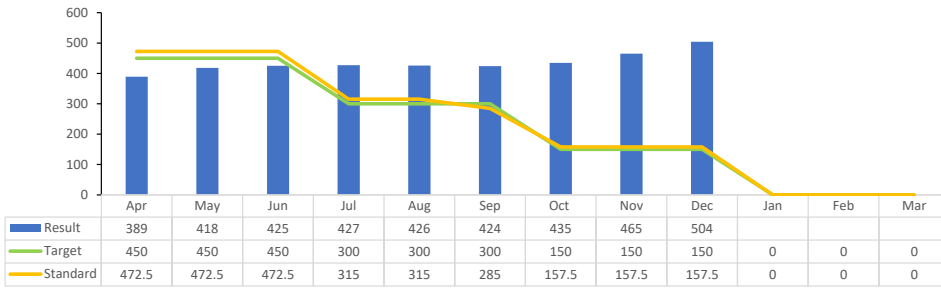
Variance from target (monthly)
 10.7

Year End Target
 28.0

Benchmarking:
 N/A



Total numbers of families in Bed and Breakfast over 6 weeks



Commentary:

As of December 2022, there are 504 households with dependents who have been in Bed and Breakfast accommodation for more than 6 weeks; this is substantially higher than the target of 150 for quarter three 2022/23 and an increase of 39 compared to November. In light of cost of living pressures, the service undertook a reforecasting of Bed and Breakfast numbers. Whilst currently underperforming against this KPI, the service is out performing what was forecast for the end of December (549), given the additional pressures.

The reason for underperformance is the volume of households approaching as homeless (up 30% on 2020) and needing emergency accommodation despite achieving a homelessness prevention outcome in 45.20% of quarter three cases. This is combined with the already large number of households in Bed and Breakfast (723) and temporary accommodation overall (over 4400). The service concentrates on re-housing those longest in Bed and Breakfast with Oscott Gardens specifically being utilised for this at present with 354 rooms occupied. This is in addition to increasing dispersed temporary accommodation by 186 units, the Accommodation Finding Team securing 161 permanent homes in the private rented sector and the Eviction Panel avoiding eviction in 93% of cases. This is along with other initiatives to reduce and end the use of Bed and Breakfast. The Temporary Accommodation Strategy seeks further resources to address this demand.

While the number over 6 weeks has increased, the overall number of households in Bed and Breakfast has remained relatively stable for the past three months.

Preferred direction of travel

▽
Smaller is Better

Status:

Q4 - 21/22 N/A

Q1 Blue

Q2 Red

Q3 Red

Q4 N/A

Baseline:

345

Variance from target (quarterly)

354

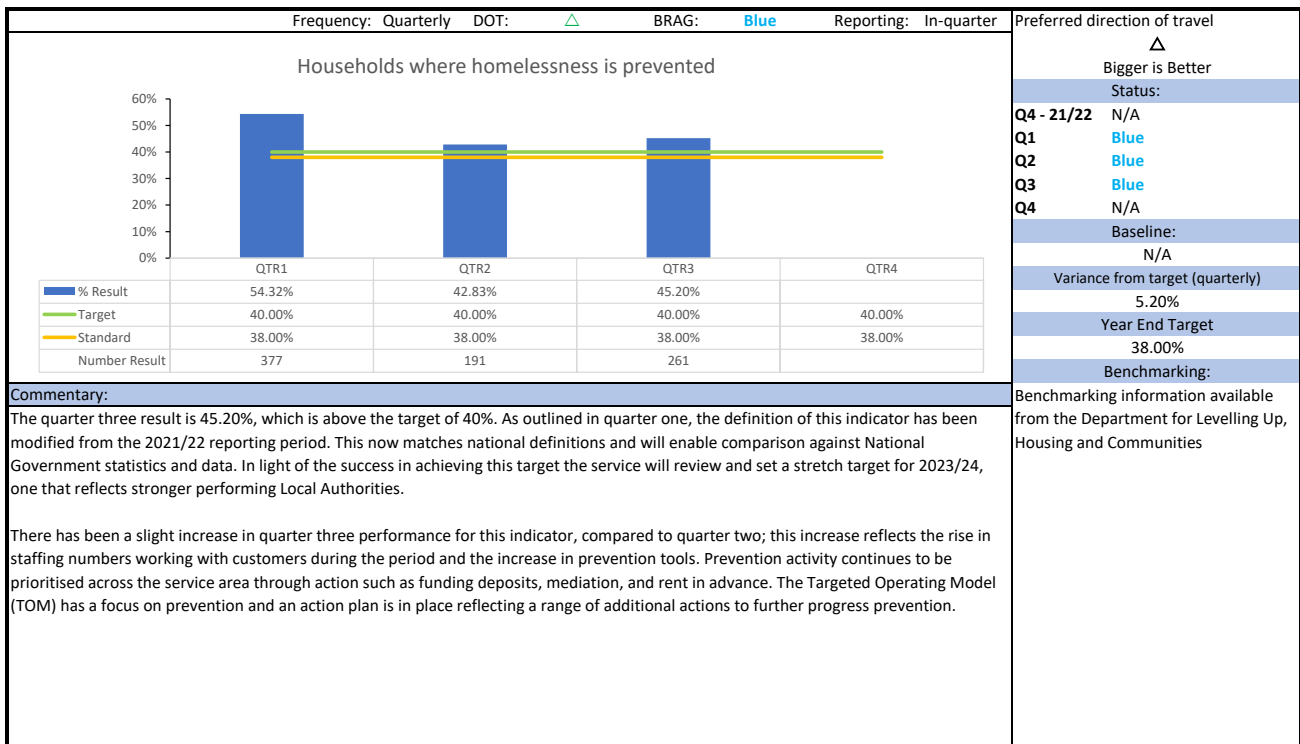
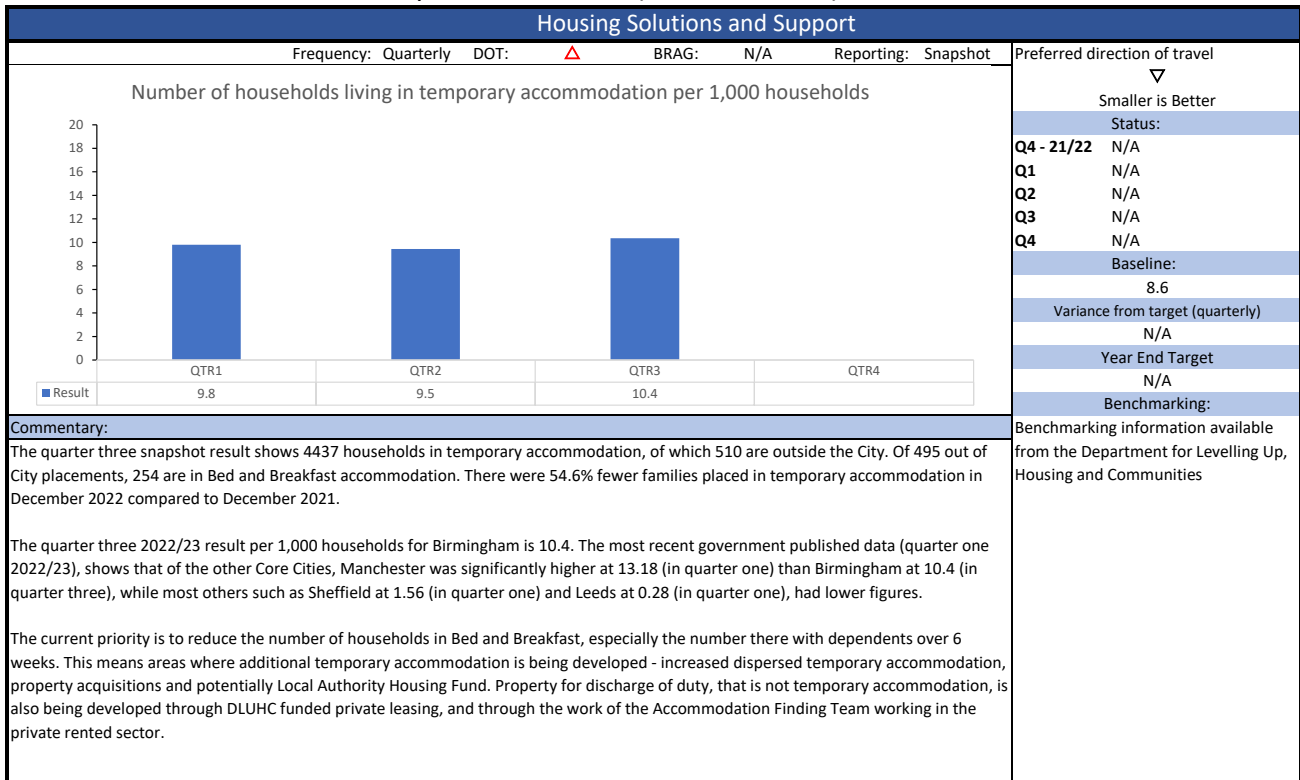
Year End Target

0

Benchmarking:

Benchmarking information available from the Department for Levelling Up, Housing and Communities

Corporate Plan KPIs (Quarter Three)



Frequency: Quarterly DOT: △ BRAG: Red Reporting: In-quarter				Preferred direction of travel △ Bigger is Better																									
Households where homelessness is relieved				Status:																									
				Q4 - 21/22 N/A																									
<table border="1"> <thead> <tr> <th></th> <th>QTR1</th> <th>QTR2</th> <th>QTR3</th> <th>QTR4</th> </tr> </thead> <tbody> <tr> <td>% Result</td> <td>23.24%</td> <td>24.71%</td> <td>25.07%</td> <td></td> </tr> <tr> <td>Target</td> <td>30.00%</td> <td>30.00%</td> <td>30.00%</td> <td>30.00%</td> </tr> <tr> <td>Standard</td> <td>28.50%</td> <td>28.50%</td> <td>28.50%</td> <td>28.50%</td> </tr> <tr> <td>Number Result</td> <td>353</td> <td>280</td> <td>286</td> <td></td> </tr> </tbody> </table>					QTR1	QTR2	QTR3	QTR4	% Result	23.24%	24.71%	25.07%		Target	30.00%	30.00%	30.00%	30.00%	Standard	28.50%	28.50%	28.50%	28.50%	Number Result	353	280	286		Q1 Red
	QTR1	QTR2	QTR3	QTR4																									
% Result	23.24%	24.71%	25.07%																										
Target	30.00%	30.00%	30.00%	30.00%																									
Standard	28.50%	28.50%	28.50%	28.50%																									
Number Result	353	280	286																										
				Q2 Red																									
				Q3 Red																									
				Q4 N/A																									
				Baseline:																									
				N/A																									
				Variance from target (quarterly)																									
				-4.93%																									
				Year End Target																									
				30.00%																									
				Benchmarking:																									
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HOUSING AND NEIGHBOURHOODS OVERVIEW AND SCRUTINY COMMITTEE – 16 FEBRUARY 2023

CITY HOUSING DIRECTORATE

LOCAL GOVERNMENT OMBUDSMAN REVIEW APRIL 2022 – DECEMBER 2022



Housing Ombudsman (H.O.) Paragraph 49/50 Investigation

- H.O. Independent Adjudicator monitored housing repair cases closed by them between March 2022 and September 2022.
- Cases date back to the period 2017 to 2021 (prior to the launch of the new Corporate Complaints Process).
- Special Report published on 17 January 2023.
- Recommendations come under four key headings: Response to Repairs, Record Keeping, Complaint Handling and Compensation. Deadline for compliance is 17 April 2023.
- Robust action plan is in place and meetings are planned with the H.O to review progress.

LGO – Breakdown of Closed Matters – 21/22 and 22/23

1 April 2022 – 31 December 2022

Total Closed Matters	76			
Total Upheld	27	36%	Compensation Paid	£39,211.00

1 April 2021 – 31 March 2022

Total Closed Matters	121			
Total Upheld	42	35%	Compensation Paid	£15,510.00

- Early indicators suggest that the number of matters closed and upheld is consistent for the year 2021/2022 and 2022/2023.
- Upheld matters as a % of matters closed is: 35% for 2021/2022. 36% for 2022/2023.
- However, compensation paid has increased by 153% with 3-months until year-end.
 - **Temporary Accommodation** has increased from £0 to £16,400.00.
 - **Housing Solutions & Support** has increased by 104% from £7,860 to £16,036.00.
 - **Housing Repairs** has increased by 48% from £4,450.00 to £6,575.00
- There are matters remaining for 22/23 which have not yet been closed.

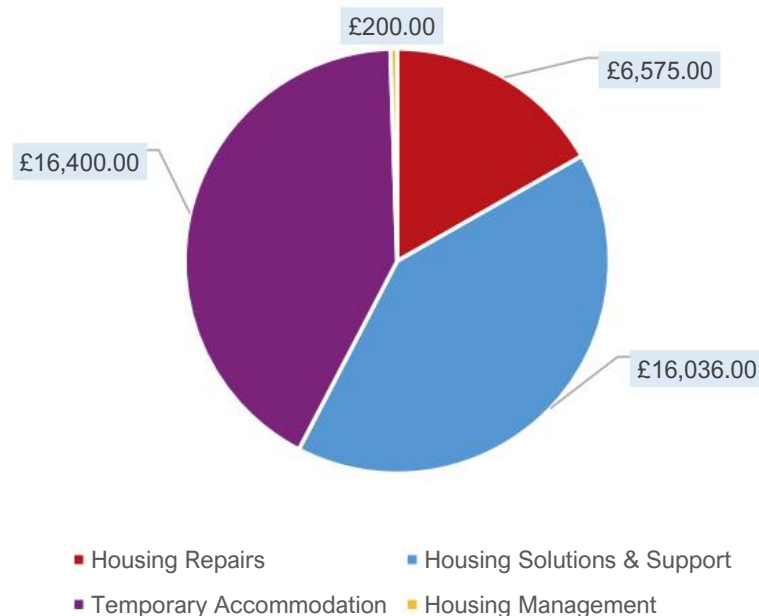
LGO – Breakdown of Closed Matters

April 2022 – December 2022

Total Closed Matters	76
Total Upheld	27
% Upheld	36%

Closed After Initial Enquiry Out of Jurisdiction	14
Closed After Initial Enquiry No Further Action	15
Not Upheld	11
Premature Complaints	8

Compensation Paid - £39,211.00



Housing Solutions & Support – Matters Upheld – 11

Complaint refers to accommodation issues	MI = Maladministration Injustice (upheld)	£2,300.00
Complaint refers to ASB, disability parking issues and BCC officer's behaviour concerns	MI = Maladministration Injustice (upheld)	£7911 (+250 per month until she is rehoused in suitable accommodation)
Complaint about the Council placed family of 6 in one room in a Bed & Breakfast hotel for 5½ months after they became homeless on 1/9/20	MI = Maladministration Injustice (upheld)	£1,700.00
Complaint refers to refusal of Housing application	MI = Maladministration Injustice (upheld)	£100.00
Complaint refers to Housing Allocation scheme	MI = Maladministration Injustice (upheld)	NIL
The complaint refers to issues making a housing application	Upheld: Fault and Injustice	£1,050.00
The complaint refers to issues with housing allocation	Upheld: Fault and Injustice	£1,200.00
The complaint refers to handling of complaint	Upheld: Fault and Injustice	£250.00
The complaint refers to delays in complaint process	NMI = No maladministration but Injustice found	£500.00
The complaint issues with housing allocation	MNI = Maladministration, no injustice (upheld)	NIL
The complaint refers to issues with housing accommodation	Upheld: Fault and Injustice	£1,025.00
	Total Compensation	£16,036.00

Temporary Accommodation Matters Upheld - 2

The complaint refers to issues with TA, issues with housing repairs and overcrowded	MI = Maladministration Injustice (upheld)	£12,050.00
The complaint refers to being placed in unsuitable temporary accommodation	NAFM&I = No Further Action - Upheld: mal & inj	£4,350.00
	Total Compensation	£16, 400.00

Housing Management Matters Upheld - 1

Complaint about housing and problems with renting a garage	MI = Maladministration Injustice (upheld)	£200.00
	Total Compensation	£200.00

Housing Repairs Matters Upheld - 13

The complainant refers to a damaged fence and the delay in repairing it	MF - Maladministration and Failure	£250.00
Complaint refers to repairs in the kitchen	MI = Maladministration Injustice (upheld)	£250.00
The complaint is about how the landlord has handled a gas safety check	MI = Maladministration Injustice (upheld)	£275.00
Complaint regarding repairs to the roof of the property	MF - Maladministration and Failure	450 (plus 500 for goodwill) Total - 950
Complaint regarding the length of time the Landlord is taking to repair her heating and hot water system	MI = Maladministration Injustice (upheld)	£250.00
Complaint, refers to escalation requests and the landlord's responses at each stage of its complaint procedure	MI = Maladministration Injustice (upheld)	£500.00
Complaint refers to repairs to the property	Severe Maladministration	£1,050.00
The complaint is about handling of repairs	MI = Maladministration Injustice (upheld)	£450.00
Complaint about the handling of the residents reports of damp & mould request for compensation and complaint handling	Severe Maladministration	£2,050.00
The complaint refers to repair/replacement of doors	NMI = No maladministration but Injustice found	£150.00
The complaint is about the landlord's response to repairs to the heating and hot water system	MI = Maladministration Injustice (upheld)	£300.00
The complaint refers to handling of complaint over housing disrepair	MNI = Maladministration, no injustice (upheld)	£100.00
The complaint refers to issues with disrepair issues	MI = Maladministration Injustice (upheld)	NIL
	Total Compensation	£6,575.00

Key Actions and Improvements

Significant areas of service improvement being progressed:

- The City Housing Directorate Transformation Programme
- Investment in housing stock via:
 - Asset Management Strategy;
 - HRA Business Plan (increased level of investment into stock)
 - Route to Zero (whole housing retrofit programme);
 - Improving overall quality of homes to meet decent homes standard;
- Implementation of:
 - Target Operating Model;
 - Comprehensive Temporary Accommodation Strategy;
 - Housing Strategy;
 - Changes and improvements from the self-assessment action plan against the new social housing legislation;

Key Actions and Improvements – Cont.

- Closer working with the LGO and the Social Housing Regulator.
- Linked to the H.O. Paragraph 49 a robust action plan is in place which focusses on response to repairs, record keeping, complaint handling and compensation.
- Independent review commissioned into complaints management.
- Underperforming contractor demobilised.
- Clearly defined process now in place for Complaint Handlers to escalate contractor performance issues to both BCC and contractor senior management.
- Complaints Manager's meet with both contractors on a weekly basis to review root cause and undertake deep dives.
- Ongoing training for complaint handler's.

