

BIRMINGHAM CITY COUNCIL

CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE

FRIDAY, 09 NOVEMBER 2018 AT 10:00 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 Chairman to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Internet site (www.civico.net/birmingham) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 DECLARATIONS OF INTERESTS

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

3 - 10

4 ACTION NOTES - CO-ORDINATING O&S COMMITTEE

To confirm the action notes of the meeting held on 7th September 2018.

11 - 16

5 TRACKING REPORT: PARISH COUNCILS INQUIRY

To receive the tracking report for the Parish Council inquiry.

17 - 54

6 CORPORATE GOVERNANCE PLAN - UPDATE

To update members on progress against the Corporate Governance Plan

55 - 132

7 **INQUIRY: CITY COUNCIL MEETING**

To agree the terms of reference and agree next steps

133 - 138

8 **CO-ORDINATING O&S WORK PROGRAMME - NOVEMBER 2018**

For discussion

9 **DATE OF NEXT MEETING**

The next meeting is scheduled to take place on Friday, 7 December 2018 at 10:00 hours in Committee Rooms 3 and 4.

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

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

11 **OTHER URGENT BUSINESS**

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

12 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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

BIRMINGHAM CITY COUNCIL

CO-ORDINATING O&S COMMITTEE – PUBLIC MEETING

1000 hours on Friday 7th September 2018, Committee Rooms 3 & 4

Action Notes

Present:

Councillor John Cotton (Chair)

Councillors Mohammed Aikhlaq, Deirdre Alden, Tahir Ali, Debbie Clancy, Liz Clements, Maureen Cornish, Roger Harmer, Mariam Khan and Rob Pocock.

Also Present:

Cllr Brigid Jones, Deputy Leader

Jonathan Tew, Assistant Chief Executive

Gail Sadler, Scrutiny Officer, Scrutiny Office

Emma Williamson, Head of Scrutiny Services

1. NOTICE OF RECORDING/WEBCAST

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

2. APOLOGIES

Apologies were received from Cllr Bore .

3. DECLARATION OF INTERESTS

None.

4. ACTION NOTES/ISSUES ARISING

(See document No 1)

Councillor Debbie Clancy raised a query regarding reference to the City Board on page 3 of the Leader's Report and whether this was the same as the Governance Board. It was agreed that this point would be picked up under the Corporate Governance Plan item in the Deputy Leader's report.

The action notes from the meeting held on 27th July 2018 were agreed.

5. DEPUTY LEADER'S UPDATE

(See document No 2)

Councillor Brigid Jones (Deputy Leader of the Council) and Jonathan Tew (Assistant Chief Executive) attended to report on the following items:-

- Performance Framework
- Corporate Governance Plan
- Citizen Engagement
- Annual Audit Letter

Performance Framework

- The fundamental change this year is that the Council performance are directly related to outcomes the Council is trying to achieve in the Council's Corporate Plan and benchmarked against other local authorities.
- All indicators have been revamped to be easier to understand and to measure trends over time.
- There are also a suite of measures related to the Commonwealth Games.
- A copy of a diagram of how performance will be reported in the future was circulated.

RESOLVED:-

- Minutes of the monthly meetings with the Improvement Panel and also the Corporate Governance Improvement Plan will be circulated to all members.
- In response to feedback from members on several issues/suggestions regarding the performance measures it was agreed that there needs to be an ongoing conversation regarding the Pls. The corporate suite of performance indicators should be brought back to this committee in order for members to have an input in re-shaping measures as well as looking at measures which have been escalated to this committee from other O&S committees.
- Members requested member development training to analyse performance data.

Corporate Governance Improvement Plan (August update)

- Responding to points raised under Section 4 'Strategic planning, financial and performance management' around 4.8 and 4.11, Jonathan Tew acknowledged there were no specific targets in the reduction of certain type of processes i.e. grievances, employment tribunals and other issues. But over the four year period with the implementation of the new Workforce Strategy and Industrial Relations Framework improvements in those areas would be expected.
- Referring to 4.13 Effective Procurement and Commissioning – responding to comments about social value and 'in-house' delivery, the Deputy Leader confirmed 'in-house' was preferred but that does not mean everything can be

delivered 'in-house'. The Birmingham Business Charter for Social Responsibility is currently being reviewed to clarify what should be included in the Charter in the future.

- Under 6.2 – Children and Young People's Partnership, it was highlighted that there were no timescales for the required actions. In response, the Deputy Leader agreed to refer this back to the officers in Children's Services.

RESOLVED:-

- Referring to the discussion paper under 4.8, which had not been discussed with members, the Deputy Leader agreed to consult with the Cabinet Member for Finance & Resources to ascertain the timeframe for circulating the document to members.
- Under 4.9 – Effective Legal and Governance Services – It was agreed that a briefing note outlining the new arrangements for Legal Services should be circulated to members. Going forward there is a role for O&S to challenge how the new model is working.
- 6.4 – Health and Wellbeing Board – The commentary refers to a forward plan for the HWB. The Assistant Chief Executive agreed to speak to the Chair of the Board and Social Care and the Corporate Director for Adult Social Care and Health regarding the forward plan being shared with Health & Social Care O&S Committee.

Citizen Engagement

The Deputy Leader gave an overview of the contents of the 'Working Together in Birmingham's Neighbourhoods' consultation document and the following comments were made by members of the committee:-

- Guidance is needed on how decisions are taken at Ward Forums in single member Wards.
- Queries around governance as set out in the Constitution relating to Ward Forum Chairs etc. The Deputy Leader advised there was currently a review of the Constitution which would pick this up.
- Devolution comes at a cost and those costs have not been included in the document.
- There was criticism regarding officer non-attendance at Ward Forum meetings.

RESOLVED:-

- To consider think how the outcome of this consultation is taken forward in Scrutiny; possibly as a Joint Scrutiny with Homes & Neighbourhoods O&S Committee.

Audit Letter/Report

As the Resources O&S Committee had discussed the financial issues of this in a previous meeting, it was agreed that Co-ordinating O&S would concentrate on the governance issues arising from the letter.

The Deputy Leader and Assistant Chief Executive gave a brief introduction to the letter acknowledging the seriousness of the audit findings. The Deputy Leader was also candid in explaining that financial reporting arrangements, up until now, had not been as transparent and clear as they could have been and the way finances will be reported in future, particularly the overspends and use of in year reserves, is being reformed to make it more transparent.

Members raised various issues including:-

- Why the Audit Letter had not been circulated to all members as has been the practice in previous years, regardless of whether it raised Section 24 matters or not?

The Deputy Leader said this was an oversight. The document had been publically available to members on the Committee Management Information System (CMIS) for quite some time.

- What steps are in line to improve the timeliness and transparency of financial reports to all who need it but, in particular, to Resources O&S Committee? Also, regarding the Place Directorate what are the steps which can be taken to improve financial governance within that Directorate?

In response, the Deputy Leader said the way that information is shared going forward will be very different than it has been previous years in terms of financial reporting arrangements.

The Place Directorate is overspent largely due to the waste dispute. There is an on-going independent inquiry into this.

- When is the report of the independent investigation on the waste dispute going to be reported?

The Deputy Leader confirmed that the issue had been referred to the Standards Committee and the report will not be published until the Standards Committee has concluded their work. There is no timeline for the outcome of that work.

- How effective is EMT?

The Deputy Leader explained that the Executive Management Team is the weekly meeting of the Cabinet and Senior Officer Team of the Council. Until now, EMT has ensured it has corporate ownership of all Cabinet reports. Going forward this will be dealt with by the Corporate Clearance Board and EMT will deal with the big issues facing the Council at a much earlier stage than previously.

- The rules around public and private reports was queried and the right of Scrutiny to challenge whether a report is private.
- It was highlighted that the wording on the front of each agenda reads "... members of the press/public may record and take photographs except where there are confidential and exempt items". In the Local Government Act 1985 there is a distinction between "confidential" and "exempt" information.

“Confidential” information requires a meeting to be held in private whereas “exempt” information allows part of a meeting, where exempt information (as defined in the act) is discussed to be held in private i.e. just because the information is exempt the meeting does not have to be held in private.

- Responding to a comment regarding the Commonwealth Games, and the capacity in-house to support it, the Deputy Leader said the Council was responsible for delivering the infrastructure, street scene, city management and some of the issues around transport.
- Also in relation to the Commonwealth Games, what steps are going to be taken to mitigate the impact of budget risks? It was suggested that this committee should have oversight of these matters.
- What steps will be taken to address the recommendation in the Audit Letter around subsidiary bodies in particular around inadequacy of reporting mechanisms, representation on boards, and transparency around financial and service performance?

The Deputy Leader stated that Legal Services are currently undertaking a review of how appointments are made to those boards and bodies.

The City Council’s Group Governance Cabinet Committee is preparing a work programme to ensure each company we own is producing financial reports and business plans at appropriate times during the year.

RESOLVED:-

- That the Chair of Coordinating O&S Committee writes to the Chair of the Standards Committee to ascertain an estimated timeline for conclusion of their work.
- A note to be circulated to members on exempt and confidential items.
- This committee should take ownership of monitoring progress against the governance recommendations in the Audit Letter and, therefore, it should be a standing item on each agenda.

6. WORK PROGRAMME – SEPTEMBER 2018

(See document No 3)

In response to a query regarding the ‘Localism in Birmingham’ agenda item in October, it was agreed that the timing of the item on the work programme should be reviewed.

RESOLVED:-

- The work programme was noted.

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

None.

8. OTHER URGENT BUSINESS

None.

9. AUTHORITY TO CHAIRMAN AND OFFICERS

RESOLVED:-

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

The meeting ended at 1209 hours.

CO-ORDINATING O&S COMMITTEE
ACTION TRACKER 2018/19

Date	Agenda Item	Action	Progress
07-Sep-18	Deputy Leader update - performance	Minutes of the monthly meetings with the Improvement Panel and also the Corporate Governance Improvement Plan will be circulated to all members.	Completed – minutes now circulated to members within two weeks of the meeting
		In response to feedback from members on several issues/suggestions regarding the performance measures it was agreed that there needs to be an ongoing conversation regarding the PIs. The corporate suite of performance indicators should be brought back to this committee in order for members to have an input in re-shaping measures as well as looking at measures which have been escalated to this committee from other O&S committees.	Initial meeting of Scrutiny Chairs held to discuss. Workshop planned to explore PIs in more detail.
		Members requested member development training to analyse performance data	Completed – Performance monitoring added to Member Development Programme
07-Sep-18	Deputy Leader update – Corporate Governance Plan	“A fit-for-purpose and modern Industrial Relations Framework” (4.8): the Deputy Leader agreed to consult with the Cabinet Member for Finance & Resources to ascertain the timeframe for circulating the document to members.	All frameworks in place currently for numerous trade union activities and relationships are being reviewed. These will be reported to the Resources O&S Committee.
		Under 4.9 – Effective Legal and Governance Services – It was agreed that a briefing note outlining the new arrangements for Legal Services should be circulated to members. Going forward there is a role for O&S to challenge how the new model is working.	Completed – Kate Charlton, City Solicitor, to attend the December Co-ordinating meeting.
		6.4 – Health and Wellbeing Board – The commentary refers to a forward plan for the HWB. The Assistant Chief Executive agreed to speak to the Chair of the Board and Social Care and the Corporate Director for Adult Social Care and Health regarding the forward plan being shared with Health & Social Care O&S Committee	Completed – Cllr Pocock met with officers and the Director for Public Health in October and a way of working is being agreed, to avoid duplication.

Co-ordinating O&S Committee – November 2018

CO-ORDINATING O&S COMMITTEE
ACTION TRACKER 2018/19

Date	Agenda Item	Action	Progress
07-Sep-18	Deputy Leader update – citizen engagement	Need to think how the outcome of this consultation is taken forward in Scrutiny; possibly as a Joint Scrutiny with Homes & Neighbourhoods O&S Committee.	Completed – scheduled for November meeting; Housing and Neighbourhoods members invited to attend
07-Sep-18	Deputy Leader update – Audit Report	That the Chair of Coordinating O&S Committee writes to the Chair of the Standards Committee to ascertain an estimated timeline for conclusion of their work.	Completed – awaiting response
		A note to be circulated to members on exempt and confidential items.	Completed (sent 7 th September)
		This committee should take ownership of monitoring progress against the governance recommendations in the Audit Letter and, therefore, it should be a standing item on each agenda.	Completed – see item on today's agenda

Report of:	Leader of the Council
To:	Co-ordinating O&S Committee
Date:	November 9th, 2018

Progress Report on Implementation: Partnership Working: BCC and Parish/Town Councils Review Information

Date approved at City Council:	December 5 th 2017
Member who led the original review:	Cllr Mohammed Aikhlaq
Lead Officer for the review:	Emma Williamson
Date progress last tracked:	NA

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

Appendices

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

For more information about this report, please contact

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Appendix ①: The Tracking Process

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

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

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

Appendix 2 : Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	<p>That a council policy on parish/town councils and other local governance structures (including the points set out in paragraph 3.2.5) is developed and adopted:</p> <p>a) The policy should be substantially developed well ahead of the May elections seeking early cross-party agreement on the broad policy principles</p> <p>b) Formal adoption of the policy by the City Council should take place after the May elections</p> <p>c) A Cross Party Community Governance Working Group should be established to shape and take forward this policy.</p> <p>A lead Cabinet Member and senior officer should be identified.</p>	Leader with the Assistant Leaders	<p>a) March 2018</p> <p>b) July 2018</p> <p>c) March 2018</p>	4-In progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>As reported previously a Green paper on Working Together with Birmingham's Neighbourhoods was approved by Cabinet on 6.3.18. This set out proposals for closer partnership working with people in their local area to make services more responsive to local needs and to improve local neighbourhoods. These proposals included the creation of new parish, town or neighbourhood councils.</p> <p>Consultation on this Green Paper took place over the Summer; a Be Heard Survey took place as well as consultation events being held. Consultation findings have now been analysed and will be reflected in the White Paper which is scheduled to go to Cabinet in the New Year. It is intended to launch this at an event on community cohesion in the New Year to emphasise the linkages between the two strategies.</p> <p>A Cross Party Working Group has been established, chaired by Cllr Sharon Thompson. Members include councillors from all political groups, councillors and officers from both existing parish/town councils, as well as other officers from the council, NALC and Locality. Two meetings have taken place with a further two meetings scheduled before the end of the year. The main focus of the meetings so far has been the Green Paper and consultation findings.</p>				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	<p>That a charter or framework agreement is agreed, working with the parish/town councils, building on the heads of terms already submitted by both NFIBPC and RSCTC (having regard to the principles set out in paragraph 3.3.11).</p> <p>A lead Cabinet Member and senior officer should be identified.</p>	Leader with the Assistant Leaders	March 2018	4-In progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>The Green Paper included proposals for an outline framework for relationships, Charter Agreements and Local Devolution Deals. Specific questions on each of these proposals were included in the Be Heard Survey so that views and suggestions could be gathered. Responses will be reflected on when developing the White paper.</p> <p>RSCTC have now submitted a Heads of Terms to support the development of a Devo Deal and recently met with the Leader, Cllr Ward, to discuss this. There's a strong desire from all parties to progress this and agreement that this should not be held back by the development timescales for the White paper.</p>				

An officer operational group has also been introduced, led by Chris Jordan, Assistant Director – Neighbourhoods & Communities, between the City Council and RSTC to deal with service issues. This group meets every 6 weeks. The same offer has been made to Frankley Parish Council.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	That the lead Cabinet Member, Assistant Leaders and senior officers engage further with NFIBPC and RSCTC to assist in developing the specific policy framework around "devo deals". This should be guided by the four levels in 3.3.9 and should be considered as part of the overall policy. As part of this process, some early potential deals should be identified.	Leader with the Assistant Leaders	July 2018	4-In progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
See response to R02 above. Feedback from NFIBPC and RSCTC, gathered through the O & S report process, was reflected in the Green Paper. Both have also responded to the consultation, which again will be taken into account when developing the White Paper. Further discussions will take place as appropriate.				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R04	That a Cabinet lead and named officer are nominated to work with RSCTC and NFIBPC to put in place to deliver on projects that are currently with BCC. In the case of RSCTC this comprises various projects that are in excess of £1m in value where funding has been approved and is included with the RSCTC budget for 2017/18.*	Leader with the Assistant Leaders	February 2018	4-In Progress
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
The Assistant Director for Neighbourhoods and Communities and the Assistant Director for Highways and Infrastructure have engaged with RSCTC to ensure that progress has been made on the outstanding projects. See also information under R02 re the officer operational group.				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R05	Progress towards achievement of these recommendations should be reported to the Corporate Resources and Governance Overview and Scrutiny Committee no later than March 2018. Subsequent progress reports will be scheduled by the Committee thereafter, until all recommendations are implemented.	Leader of the Council	March 2018	4-Achieved
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
As highlighted above, the Green paper on Working Together with Birmingham's Neighbourhoods was presented to Cabinet on 6.3.18 and to Committee on 7.3.18.				

An additional update paper is submitted for discussion at this meeting.

ITEM 6

**BIRMINGHAM CITY COUNCIL
CORPORATE GOVERNANCE IMPROVEMENT PLAN**

October Update 2018 (Updates in Bold))

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
1.1	Well-organised, stable and effective political groups.	<p>Formal self-assessments required by all political groups – with process and developmental changes formally captured and reported against. ACE to coordinate with Leader, Deputy Leader and Group Leaders.</p> <p>Collate summary of changes that have been made by political groups.</p> <p>Update to INLOGOV report to be commissioned in-year 2018.</p>	<p>Formal updates against self-assessment action plans to follow on a monthly basis. Commencing in August 2018.</p> <p>INLOGOV update report as a year 1 stock-take evaluation in September 2018. Interim report deliverables to be provided prior to March 2019. Subsequent actions for years 2-4 to be identified.</p> <p>Discipline for social media and actions – Member protocols consistently understood and adhered to, learning from previous investigations.</p>	<p><u>ACE with Group Leaders / Deputy Leader</u> Group secretaries have been engaged in the review processes with support from legal services colleagues (September 2018).</p> <p>Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. Procurement underway. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p><u>City Solicitor and Chief Whip</u> May and June 2018 member induction processes included detailed briefing on code of conduct (including social media protocols). Revised code of conduct, including social media guidance, being developed for inclusion in Constitution. Training to follow (October update).</p>
1.2	<p>Effective, timely and balanced communication and engagement of all political groups.</p> <p>Effective and timely officer support into all political groups of the Council.</p>	<p>A structured briefing programme to be offered for all political groups based on a robust, published forward plan.</p> <p>Formalise senior officer discussions with Group Leaders through monthly CEO 1-1 briefings with group leaders, ACE co-ordination of agenda and briefing pattern for joint group leaders and regular consideration at CMT.</p> <p>More emphasis on all-member sessions as part of / following medium-term induction plan.</p> <p>Review of role and terms of reference of CBM as part of constitutional review.</p> <p>Ongoing training for members around social media and internal</p>	<p>Annual survey of councillors to establish satisfaction with connectivity with Council and briefing arrangements. October 2018.</p> <p>Actions and changes to group leaders meetings effective from July 2018.</p>	<p><u>City Solicitor / ACE in concert with Group Leaders / Deputy Leader</u> Survey agreed with Group Leaders (October Update)</p> <p>Revised group leaders meeting cycle in place with structured agenda (July 2018 Update) NOW COMPLETE PENDING BIIP REVIEW</p> <p>On-going programme of member development underway with engagement of LGA (September Update). More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). NOW COMPLETE PENDING BIIP REVIEW</p> <p>Initial consultation completed as part of the LEAN review. Findings will feed into Scrutiny Inquiry into City Council</p>

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		communications networks to enable more agile provision of information.		meeting (<u>(October update)</u>).
1.3	<p>Effective, modern governance and decision-making processes at Full Council and Cabinet in line with accepted best practice (learning from good practice and guidance identified by Solace and CIPFA)¹</p> <p>Guidance of decision-making through a modern constitution, coherent Council Plan and robust policy framework.</p> <p>Modern and effective support functions to underpin the decision-making process.</p>	<p>Extensive joint working between the new Cabinet and CMT to agree a new Council Plan and Performance Framework (June 2018)</p> <p>Changes to the policy framework to be agreed at Cabinet / CBM with a programme of policy review undertaken against the revised framework (ongoing 2018-19).</p> <p>Complete the constitutional review</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p>	<p>Actions to be implemented and monitored monthly within municipal year 2018 / 19.</p> <p>New Council Plan and Performance Framework (June 2018)</p> <p>Changes to the policy framework to be agreed at Cabinet / CBM (July 2018.) Gap analysis against policy framework (reviews) to be undertaken quarterly</p> <p>Complete the constitutional review (September 2018)</p> <p>Complete the report structure review (July 2018)</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018)</p> <p>Monitoring of reduced late reports (monthly)</p>	<p>Council Plan and associated measures agreed at June 2018 Cabinet meeting. EMT workshops in advance helped to build wider understanding, collaboration and ownership across Cabinet. COMPLETE PENDING BIIP REVIEW</p> <p><u>City Solicitor</u> Policy framework agreed at Full Council in May 2018.</p> <p><u>City Solicitor</u> New Constitution under review; for Group Leaders/Committee Review September 2018. New report template issued for use at November Cabinet onwards (<u>September update</u>) COMPLETE PENDING BIIP REVIEW</p> <p><u>City Solicitor</u> New process for Cabinet designed, agreed by CMT on 23.07.18. New process underway, training underway, new Corporate Clearance occurring for each Cabinet meeting (<u>September Update</u>). COMPLETE FOR CABINET PENDING BIIP REVIEW LEAN review of City Council – consultation complete, findings to feed into Scrutiny Inquiry into the City Council meeting (October update)</p> <p><u>City Solicitor</u> Underway; New Cabinet process will make late reports a real exception. (<u>September update</u>) COMPLETE PENDING BIIP REVIEW</p>

Deleted: ¶

¹ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		<p>Complete service reviews of the Democratic Services and Cabinet / Leader support functions to ensure modern and effective ways of working (September 2018)</p> <p>Cross-party and pan-committee agreement on the nature of business to be brought to Council.</p> <p>Agreement to paper free arrangements except for visitors. Committee Services to stop using blank pages. Only print the agenda and reports, not the minutes of the last meeting.</p>	<p>Annual survey of councillors to establish satisfaction with decision-making processes.</p> <p>External audit letter to highlight no material concerns re timeliness and probity of decision-making (March 2019).</p> <p>Report to CBM mapping out proposed nature of business to Full Council (September 2018) in line with O&S work programme, policy Reduced paper arrangements in Report to CBM mapping out the proposed nature of business to full council (September 18) in line with O&S work programme, policy framework and council plan</p>	<p><u>City Solicitor</u> Group Leader agreement to survey, and design of survey underway with a view to roll-out in September 2018. (August 2018 update). Survey being prepared <u>(September Update)</u>. Group Leaders to consider at next meeting <u>(October Update)</u></p> <p><u>City Solicitor / Assistant Chief Executive</u> Consultation has closed for the review of Leader / Cabinet Office with agreement from all parties. Implementation planned for September 2018. (August 2018 update). Implementation of VR and related HR processes underway throughout September – November 2018 in advance of 2019-20 financial year. (October 2018 update)</p> <p>The draft 2017/18 Annual Audit findings letter did not highlight any issues of concern in respect of the timeliness and probity of decision making. (July Update)</p> <p><u>City Solicitor</u> Tracker and monitoring of Full Council motions now in use COMPLETE PENDING BIIP REVIEW</p> <p>City Council/CBM Forward Plan now in use COMPLETE PENDING BIIP REVIEW <u>City Solicitor</u> Tracker and monitoring of full council decisions and cabinet decisions now in use. City Council/CBM forward plan now in use. Work to further populate the policy framework is ongoing (July Update). COMPLETE PENDING BIIP REVIEW</p>

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
			Reduced paper arrangements in place (November 2018)	City Solicitor EMT and CBM agreement for all meetings to be paperless from 01 November. (September Update) COMPLETE PENDING BIIP REVIEW
1.4	An effective and proactive Scrutiny function / work programme in line with national best practice (informed by the expertise of Centre for Public Scrutiny) ²	<p>Implementation of O&S changes</p> <p>Forward planning workshops for the new O&S oversight committee (chairs committee) with formal engagement with all group Leaders.</p> <p>Utilisation of O&S for policy development purposes.</p>	<p>O&S review actions undertaken and / or report back to Full Council (September 2018.)</p> <p>Genuinely integrated O&S work planning in light of the Council Plan and priorities (September 2018).</p> <p>Robust programme of Scrutiny activity with flexibility for well-organised topical work (September 2018 onwards)</p>	<p>City Solicitor The Leader reported to the Co-ordinating O&S Committee on 27th July along with tracker of progress against recommendations. The recommendations are on track. The next update is to CMT in November 2018. (September Update) COMPLETE PENDING BIIP REVIEW</p> <p>City Solicitor The O&S Committees have developed work programmes following meetings with Cabinet Members and following Council Plan adoption in July. Focusing on key priorities. (August Update). COMPLETE PENDING BIIP REVIEW</p> <p>Session held with the co-ordinating committee in June 2018 (along with private chair briefing) to ensure alignment between Council Plan / Improvement plans and the activities of committee(s). Leader and Deputy to regularly engage committee to ensure alignment. Monthly sessions now underway with Leader / Deputy and Co-Ordinating Committee to ensure scrutiny and co-ordination arising from monthly BIIP-MHCLG-BCC meetings. (August / September 2018 updates) COMPLETE PENDING BIIP REVIEW</p>

² [Realising the Potential of Scrutiny \(CfPS\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Each committee to engage peer councils in elements of work programme during 2018	Scrutiny members with strong links into Local Government Association, peers and able to access advisory resources outside the Council, e.g. Think Tanks.	Final review of LGA peer mentoring arrangements underway with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (September Update). LGA peer mentoring arrangements for Cabinet Members and Audit Committee chair agreed with commentary and support from BIIP. Scrutiny work engaging with other councils to understand best practice, e.g. Resources O&S Committee will do some work on the LTFP as part of which they will look at best practice elsewhere. (October Update). COMPLETE PENDING BIIP REVIEW
1.5	Depth of understanding of governance rules and standards, including financial regulations across all Elected Members (learning from good practice and guidance identified by Solace and CIPFA) ³	<p>Extensive, ongoing new member development programme required including:</p> <ul style="list-style-type: none"> • Induction • Information • Guidance • Peer support <p>Elected Member mentoring programme and evaluation of its impact.</p> <p>Ongoing LGA, professional body and peer working required challenging and assuring the BCC governance arrangements for / throughout the 4-year</p>	<p>Member Induction and Development Programme on offer for all Members (May 2018), including dedicated sessions on ‘governance’.</p> <p>Rolling-programme of induction and briefings (June – September 2018).</p> <p>INLOGOV update report as a year 1</p>	<p><u>HR Director / LGA Principal Advisor (WM)</u></p> <p>A 3 day induction over May and June was provided to new and previous elected members as welcome/welcome back. This has been really well received with feedback provided. Elected Members had made reference to the checklists provided being a great aid memoire and that the planning and layouts of the events has been well thought through. Market places are in the calendar to occur before Full Council meetings to provide updates on a more informal basis throughout the year. A calendar of training and learning events is being planned and underway. (July Update).</p> <p>We have taken a new approach to Member Development and introduced a tri approach. Legal Services are the lead supported by ACE and HR Director so that policy, training and governance are linked. (July Update).</p> <p>A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-</p>

³ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

1. Political Leadership Effective political and managerial leadership, working as a constructive partnership				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		term.	<p>stock-take evaluation (September 2018) to identify that members have a good understanding of the governance rules and standards.</p> <p>Reduced standards committee referrals. (March 2019)</p> <p>Structured LGA partnering programme in place for all key political post-holders</p>	<p>commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update). Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p>City Solicitor New revised Code of Conduct and Procedure currently circulated for consultation. All Group Leaders advised that complaints must be allowed to be handled in Group (27.06.18). New Code to be included in new Constitution (September update)</p> <p>Negotiations on-going with LGA regarding peer mentoring arrangements.</p>
1.6	<p>Appointments to outside bodies</p> <p>(working with the LGA principal advisor to assess effective national exemplars)</p>	Deputy Leader guiding a process of review with support from City Solicitor - reviewing what Council appoints to and why, how we manage relationships and degree of support & training to mitigate risk for councillors and officers sitting on third party boards.	<p>Initial AGM appointments confirmed (June 2018)</p> <p>Wider representational roles amended (September 2018)</p> <p>Third-party training in place (September 2018)</p> <p>External audit letter to highlight no material concerns re probity of third</p>	<p>City Solicitor / Deputy Leader Group Company Governance Cabinet Committee now meeting monthly /6 weekly and annual work plan currently being refreshed to include reporting to next Committee in November 2018. (September Update)</p> <p>Two 'third-party' workshops have recently taken place - identifying more to take this issue further. (July Update)</p> <p>No issues highlighted re probity of third party decision-making, however other issues have been raised. Audit letter on the agenda for the September meeting. (September</p>

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1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
			party decision-making (March 2019) .	<u>Update)</u>
1.7	Effective joint working between senior members and officers, with clarity of roles and responsibilities (as identified in the 21 st Century Public Servant ⁴ and 21 st Century Public Councillor ⁵ research)	<p>A comprehensive and transparent view of the Council's improvement journey needs to be understood and 'owned' by the new administration and the new senior officer team.</p> <p>An independent review on governance of waste services is underway.</p> <p>Member and officer development programme on the range of roles of a councillor:</p> <ul style="list-style-type: none"> • What the Council is and does • What being on outside bodies means • Other appointments • Community roles • Partnership roles • Strategic governance and scrutiny roles <p>Regular meetings of Leader and Deputy Leader and Chief Executive</p>	<p>All Members and officers clear as to roles and responsibilities. Robust and consistent induction and 'line in the sand' for all members post-election. (May 2018)</p> <p>Waste review findings implemented</p> <p>INLOGOV update report as a year 1 stock-take evaluation (September 2018) to identify improvements in role definition. Interim report deliverables to be provided prior to March 2019.</p> <p>Refreshed staff survey and improved results (September 2018)</p>	<p><u>Chief Executive and Leader</u> Initial induction processes complete with particular emphasis on standards, governance and roles / responsibilities. Follow-up sessions on 21st Century Public Servant and role of ward-members to follow. (July Update) More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). COMPLETE PENDING BIIP REVIEW</p> <p><u>Chief Executive and Leader</u> Third-party independent waste review nearing completion. Discussions ongoing between Leader / Chief Executive and BIIP regarding next steps with the Waste review findings. (September Update)</p> <p><u>Assistant Chief Executive</u> A formal specification has been developed with INLOGOV and the New Local Government Network regarding re-commissioning of the stock-take report and an extension of the work into peer-engagement networks on areas of required improvement. Comments received from the LGA, BIIP and Council CMT with a view to revision to spec and commencement of the project by the end of September. (September 2018 update). Specification revised following LGA and BIIP feedback, and grant letter now agreed with LGA to commission work. (October 2018 update).</p> <p>LGA and INLOGOV agreement for BCC to be one of four national pilots regarding a kitemark process for 21st Century leadership (August 2018 update)</p> <p><u>HR Director</u> Staff Survey went live 2 months earlier than planned on 3 July 2018 and closed on the 20 July, with paper returns received up to 27 July. 26% of the workforce responded (significant</p>

⁴ [21st Century Public Servant](#)

⁵ [21st Century Councillor](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Structured programme of joint EMT & CMT workshops to generate the four year council plan, performance framework and budget.		increase from 12.5% in 2016). Early results shared w/c 6 August with CMT and all staff. An ELT session is scheduled for 15 August and staff workshops ran during Aug/Sept to explore further and to develop “involved” solutions. Headline report was attached at the August Update. Action plan being developed which involves each Directorate and managers holding team meetings to discuss the Staff Survey and a corporate communication to this effect was issued in September 2018. <i>(September Update)</i> Following corporate communication from Chief Executive in September, managers are meeting with their teams to have local discussions and engage re actions required to address the feedback from staff – this is on-going (October Update) COMPLETE PENDING BIIP REVIEW
		Restating of importance of Forward Plan process in order to inform EMT preparation around key cabinet decisions	Efficient and effective forward planning process with appropriate preparation / quality assurance of report risks / implications in good time – in line with the formal Forward Plan (July 2018 onwards)	May / June workshops in advance of June Cabinet complete, culminating in agreement of a Council Plan and associated measures. COMPLETE PENDING BIIP REVIEW Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update)
		The Deputy Leader will continue to undertake exit interviews and gather information from previous members of what went well and what can we learn from. Similar such processes are required for senior/non-senior staff exits and interim officer feedback.	We will continue to obtain feedback from our stakeholders and partners and build this into our learning and improvements.	Review of partnership activity undertaken March – June with specific implications for H&WB, CSP and Safeguarding Boards now being implemented. City Board met in September 2018 with follow-up meeting planned for December 2018. Monthly ‘temperature take’ calls inform Corporate Governance Plan updates (October Update)
			On-going member development programme for Elected Members, co-ordinated by the Member Steering Group. (July 2018 onwards).	Deputy Leader member development / review process on-going. Member development update provided above. (July Update)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		Work programme with INLOGOV and University of Birmingham to ensure that we are developing 21 st Century Councillors and Officers – including a session purely on this as part of the Member Development Programme	<p>Evaluation findings from the programme to demonstrate whether new approaches have added value / had an impact. (September 2018)</p> <p>On-going development programme for officers, co-ordinated by OD team on behalf of Council Management Team. (July 2018 onwards)</p>	<p>More detailed report provided to BIIP / MHCLG for October monthly meeting <u>(October Update)</u>.</p> <p>Member views on the induction / programme to form part of the Annual Member Survey (October update)</p> <p>JNC Restructure proposals launched July 2018; this will see recruitments and selection activity over the next few months. It is planned to undertake individual and team assessments once this is in place, to understand and utilise our collective strengths. <u>(September 2018)</u>.</p> <p>Consultation feedback received. Chief Executive and HR Director undertaking formal individual consultation meetings with JNC Chief Officer. <u>(October Update)</u></p>
1.8	True reflection of the city's population in the governance of the Council (Fawcett Society and LGiU; ⁶ Councillors Commission) ⁷	Strategic review of equality and diversity across all levels of the Council's operations – learning from good practice from across the country (e.g. Coventry) – and benchmarking the degree to which the Council is representative in terms of characteristic groups, 'place' and social	<p>Clear equality plan for the Council in place, and actions underway (October 2018)</p> <p>A more representative Cabinet and</p>	<p><u>Chief Executive and Leader</u> ELT workshop undertaken and self-assessment complete against Local Government Equalities Framework. Equality objectives and action plan to follow in October with due consideration by EMT. <u>(October update)</u></p>

⁶ [Does local government work for women? \(Fawcett Society and LGiU\)](#)

⁷ [Representing the future \(Councillors Commission\)](#)

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <u>Latest Update in Bold</u>
		<p>mobility / cohesion.</p> <p>Implementation of Women's Leadership actions.</p> <p>Constructive response to the WMCA Leadership Commission findings.</p>	<p>engaged body of councillors in consideration of wider diversity and equality around different political groups. (June 2018)</p> <p>Implementation of Women's Leadership actions. (September 2018) Evaluation against criteria for success agreed at the start.</p> <p>Constructive response to the WMCA Leadership Commission findings. (July 2018)</p>	<p>Cabinet is now more representative from a gender and BAME perspective. (July Update).</p> <p><u>Assistant Chief Executive and Deputy Leader</u></p> <p>WMCA Leadership Commission events have taken place in September and October, with the Council an active participant and committed to supporting three key next steps – a) firm policy pledges; b) peer-to-peer support; and c) contribution to a repository of regional good practice. Group Leaders agreed future consideration of Fawcett findings at Full Council planned for December 2018. Special EMT session planned around women's leadership actions in advance of Full Council (October 2018 update)</p>
1.9	<p>The Council should prioritise local leadership and neighbourhood empowerment.</p> <p>Redefinition of the Community Councillors' role with emphasis on neighbourhood convening and local leadership (for example, taking learning from leading practice as identified by the LGA to involve and understand residents)⁸</p>	<p>The Council should develop a compelling policy response to the O&S review into local leadership.</p> <p>.</p> <p>A minimum offer for support around Ward forums and Ward Plan has been put in place. Consideration is being given through the budget process as to the relative priority of investment in this area.</p> <p>Implementation of a new case management system</p>	<p>'Green Paper' Working Together in Neighbourhoods (July 2018) 'Localisation' policy paper adopted by Cabinet in March 2018</p> <p>White Paper' Working Together in Neighbourhoods (October 2018) and implementation plan (ongoing).</p> <p>Green paper covers the development of new town and parish councils and establishment of neighbourhood charters and mini-devolution deals (2019-2020)</p> <p>Implementation of a new case management system (September 2018)</p>	<p><u>ACE and Place</u> Green Paper endorsed by Cabinet in March 2018 and 'summer of engagement' underway to derive feedback and inform development of a new localism model. Process being actively led by the new Cabinet member with proactive officer and project management support. Engagement sessions happening throughout city in September. Cross Party Working Group (including external parties NALC, Locality, RSCTC, Frankley PC) now established and meeting in October to review the initial feedback on the consultation. Cabinet Report on new policy for Working Together in Neighbourhoods scheduled for December (Oct update)</p> <p>A new process to support members to facilitate up to 6 meetings per ward per year and to support Ward Plans has been instigated. (September Update)</p> <p>The new case management system has gone live on a pilot basis 14 members across two parties now using the case management system. Learning from the pilot will be used to inform the wider roll out in the Autumn. (August Update)</p>

⁸ New Conversations - LGA guide to engagement

1. Political Leadership <i>Effective political and managerial leadership, working as a constructive partnership</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Member and officer development programme on the range of roles of a councillor	On-going development programme for Cabinet Members over the next four years. (July 2018 onwards)	<p>Learning from the pilot is being gathered and will be completed by mid-November. If any amendments to systems or processes are required as a result they will be implemented before the wider rollout is undertaken (October update)</p> <p>See 1.7 More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). COMPLETE</p>
1.10	A need to focus on priorities and outcomes – explicitly putting residents at the centre of improvement planning and decision-making.	<p>Key milestones for all improvement areas will be mapped out to ensure the Council is making continuous progress.</p> <p>Post-elections, a new Council Plan is being developed in collaboration with Councillors and officers that focusses on outcomes for citizens of Birmingham.</p> <p>The Council's performance framework will be extensively reviewed. Something needs to be said about the existing framework not being sufficiently self-challenging or sufficiently priority focused and outcome focused. There has been a tendency in the past toward highlighting positive progress while under-reporting and inadequately owning and addressing poor performance, BCC's extensive challenges and significant risks.</p>	<p>Council Plan for 2018-2022 will identify key priorities and outcomes based on the needs of the City's citizens. (June 2018)</p> <p>The Council will make improvements in key priority areas. (Monitored monthly)</p> <p>Early and comprehensive engagement process for the MTFP and 2019-2020 budget (October 2018)</p>	<p>Chief Executive and Leader Council Plan agreed by Cabinet in June 2018 and improvement planning arrangements published in June 2018. (July Update). Complete.</p> <p>Deputy Leader and CMT Improvement plans integrated into monthly performance and finance monitoring cycles. Performance briefing undertaken with BIIP with a further workshop now undertaken with BIIP following first 'cut' of Council Plan performance framework to September Cabinet. A range of recommendations made and follow-up workshop planned for January 2019 (October Update).</p> <p>Budget workshops help with the Extended Leadership Team and monthly meetings in place with all Directors and Cabinet Members to track delivery of spending plans in-year within agreed financial envelope. (July Update)</p> <p>Budget workshops with EMT have been held throughout July – October to build towards proactive consultation on a 4-year medium term budget framework (October Update)</p>

1. Political Leadership				
Effective political and managerial leadership, working as a constructive partnership				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track) <i>Latest Update in Bold</i>
		Data from resident surveys are used in our early priority planning in the summer so that residents’ priorities are reflected.		Data from the residents’ survey, plus detailed demographic analysis informed the planning stages for the council plan in June. (July Update). And as background to the City partners meeting (September update) COMPLETE PENDING BIIP REVIEW

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
2.1	Tackling defensiveness	Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.	A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	
2.2	<p>Tackling defensiveness</p> <p>Taking personal responsibility and owning any problems, challenges and poor performance</p> <p>Embedding a Learning Organisation approach – i.e. proactively seek out challenging comparisons and new ways of working to continuously improve effectiveness and efficiency</p> <p>Building the capability and capacity across the organisation to enable the Council to continuously adapt so that it is equipped to effectively address not only its existing challenges but is shaped so that it can meet future new challenges and effectively embrace new opportunities</p>	<p>Identify where the defensiveness emanates from in the organisation and why it occurs and how things might change.</p> <p>Workforce Strategy will be developed to continue to encourage a culture of lead officers taking responsibility and demonstrating? accountability for the results of the organisation</p> <p>Accountability frameworks in place</p> <p>Learning and feedback?</p> <p>Constructively challenging each other and listening to challenge from elsewhere</p> <p>Responses to external reviews and inspections and audits – embrace and learn from the criticism rather than seeking to rebut it or excuse it</p>	<p>We will have a genuine understanding of where we are and what needs to change (June 2018) and we are willing to be consistently explicit and honest about this with residents and other stakeholders</p> <p>The council won't operate on a 'blame culture' basis and officers will instead be confident owning problems, challenges and poor performance.</p> <p>The Council's values and behaviours are part of the Members' everyday working [Culture dashboard – September 2018]</p> <p>The absence of, or rare occurrence of, Member behaviour that has the risk of bringing the Council into disrepute</p>	<p>Chief Executive and Leader Monthly temperature checks continue to test the perception is that the council is more open and transparent. INLOGOV and NLGN project will provide a third-party challenge and capacity for culture change initiative (October update)</p> <p>HR Director Work in-train with Chief Executive, HR Director and Acting Assistant Director Organisational Development.</p> <p>The current People Strategy 2017-2020 has been updated to enable the delivery of the newly approved Council Plan.</p> <p>Work continues in preparation for the launch of the renamed Workforce Strategy 2018-2022 and associated Workforce Plans which will be on schedule to be completed by mid-September</p> <p>An engagement session was held with the Extended Leadership Team on 12th September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24th September 2018. (September Update)</p> <p>Engagement and input into the Workforce Strategy Portfolio Holders Resources and Equalities - September and October 2018 Equality Working Group – through the summer and on-going Chair Resources Overview & Scrutiny - 5th September Extended Leadership Team - 12th September Trade Union colleagues - 17th September Attended Overview & Scrutiny -20th September regarding culture change and introduction of ERP system - webcam available - good feedback regarding leadership, culture change and transformation BIIP session with the panel and received feedback- 24th September Council Management Team - 24th September</p>

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	
				Revisions made to Workforce Strategy following feedback received from sessions as outline above in September update, An executive summary; research document and outline implementation plan produced. Discussions held with elected members and portfolio holders for Resources and Equalities re their input and feedback. The Workforce Strategy is on the agenda for EMT on 16th October 2018. (October Update).
2.3	Role modelling of BCC values, new culture and new ways of working	<p>The values and behaviours are key components that will be included in the new Workforce Strategy.</p> <p>The new CEO will drive forward changes to culture and new ways of working, which will underpin the new Workforce Strategy.</p>	<p>All BCC staff are confident in their understanding of the Council's values and behaviours.</p> <p>Lead officers are good role models of the Council's values and behaviours, and the new culture and ways of working.</p> <p>Clear expectations of leadership, culture, ways of working, etc. will be informed by robust data and set out in the Workforce Strategy.</p> <p>[Culture dashboard – September 2018]</p>	HR Director Council Management Team, Elected Members Team and Extended Leadership Team are championing the role of culture change. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the OD team does and this is refreshing. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. (August Update). Discussions have taken place with the Chair of Resources Overview and Scrutiny regarding Culture Change and a joint presentation took place on 20th September at O&S for the Corporate Director Finance & Governance, HR Director and Assistant Director ICT&D regarding transforming BCC. The committee to follow up in the new year (October 2018 update)
2.4	Tackling avoiding making difficult decisions and having challenging conversations	Workforce Strategy will include continuing to promote a culture of resilience and transparency, especially in challenging contexts.	Councillors and officers will be confident in making difficult decisions and having challenging conversations. [Culture dashboard – September 2018]	Chief Executive and Leader In train. Evidence in the EMT priority based budget workshops and baseline provided through staff survey findings. Cabinet decisions regarding re-ablement and in-year budget management evidence willingness to take difficult decisions (August 2018). Further difficult decisions will be taken as part of the ongoing budget process. E.G freeze on non-essential spend (October Update)

2 A Modern and Progressive Organisational Culture <i>Effective political and managerial must be underpinned by an organisational culture that promotes shared working across Directorates, encourages transparency and honesty, and supports leaders to take personal responsibility of issues and challenges.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			A new strategic Workforce Plan will define a new 'culture dashboard' with appropriate timelines for monitoring improvements in years 1, 2, 3 & 4. This will include staff, member and stakeholder feedback. (September 2018)	
2.5	Collegial working – a one-council approach is needed.	CEO and CMT to develop a joint, overarching approach. Effective communication and engagement plan	Directorates will no longer work in silos and activity across directorates will complement rather than duplicate. [Culture dashboard – September 2018]	CMT In train. Evidence in the EMT priority based budget workshops. (July Update) Open and Transparent talking, team work, ownership and accountability are a constant theme through CMT discussions. An example of collegial working is the recent discussions by a Council cross working group from a number of different Directorates all working together on some key challenges facing BCC. (September Update 2018)
2.6	Using insight and intelligence to drive and shape improvement, and to track which strategies and plans are working.	Effective use of data in planning 4 year Council Plan.	Regular insight, intelligence and policy 'products' that provide purposeful <i>analysis</i> to inform CMT and EMT decision-making to enable and support continuous improvement. (July 2018 onwards)	Assistant Chief Executive and Chief Operating Officer Data and insight on the state of the city and residents' views were used to develop the council plan priorities. A similar product is being used for the city partnership board in September. Functional changes proposed in CEO restructure to strengthen this functionality. (August Update).). Some changes made to performance reporting with further improvements to be implemented. COMPLETE PENDING BIIP REVIEW
2.7	Optimistic staff attitude	Development and training Continue to promote a positive culture Regular dedicated sessions at CMT, ELT and engagement with the whole workforce. The new CEO provides weekly bulletin to all staff and members.	Councillors and officers have a positive and enthusiastic attitude to achieving lasting improvement. [Culture dashboard – September 2018] CMT will have visibility across all locations and not just the central administration buildings – as evidenced by staff survey results in year 1 2018-19. More personal touch to staff awards by CEX and Leader and this will be done on site at the employee's place of work for recognition of job	Chief Executive and CMT Workforce strategy / culture dashboard in train. (July Update). Workforce strategy complete. Going to CMT on 24 September. (September Update). Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. There is a growing understanding that Culture Change is part of everyone's responsibilities rather than something that the OD team does and this is refreshing. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3 (October Update)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
3.1	ELT with good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda	Senior officer development programme including: <ul style="list-style-type: none"> • Induction • Information • Guidance • Peer support Dedicated ELT development sessions on good governance and new, structured approach to strategic ELT topics with emphasis on peer learning.	Revised induction and development programme underway (by October 2018). External audit letter to highlight no material concerns re paucity of officer advice on good governance issues. (March 2019)	Chief Executive and CMT In train. More detailed report provided to BIIP / MHCLG for October monthly meeting (October Update). The draft 2017/18 Annual Audit findings letter has not highlighted any issues of concern in respect of any paucity of officer advice on good governance.
3.2	Chief Officers' communication, engagement and collegial working (for example, LGA's recommendations for improving internal communications will be used to inform our approach) ⁹	Review of CMT arrangements underway - weekly CMTs, standing agenda with a balance between standing items (e.g. budget, forward plan) and business / strategy items. ELT to be made more strategic with structured approach to strategic workshop topics and transparency / inclusivity about strategic direction. Improved policy and communication products at CMT & ELT. Improved use of technology to break down staff barriers – yammer, social media and blogging / CEO updates.	CMT and ELT actions underway by July 2018 Directorates will no longer work in silos and activity across directorates will compliment rather than duplicate. (on-going) Improved staff survey response rate (September 2018) and steady increase in staff morale and engagement measures (Yr2,3&4)	Chief Executive and CMT CMT structure and ways of working reviewed in April 2018. Standing forward plan, standing agenda items and new ways of working (through SharePoint) up and running. Attendance and rigour of review/ decision making improved, but maturity and more grip required. (July Update). Improved policy products now regular slots at CMT, including the consultation tracker; the policy bulletin; regular strategic policy briefings Yammer, social media, CEO updates all now BAU. COMPLETE PENDING BIIP REVIEW
3.3	Comprehensive and transparent advice to Elected Members to support effective decision-making	Establishment of forward plan and rigorous application of renewed CMT discipline – with cross-functional debate and risk / professional assessment prior to advice being formally provided to elected members (through Cabinet portfolio briefings or EMT.) Implementation of a revised budget and performance board, with monthly updates provided with transparency around any changes / decisions required.	Improved timeliness, grip and informed decisions in line with the Council Plan and Forward Plan / changes to CMT ways of working. (July 2018) Improved transparency of Budget and Performance Board updates and decisions. (July 2018)	Chief Executive and CMT CMT, EMT and groups / scrutiny forward plan in place and reviewed weekly. Monthly performance / budget board(s) in place for CMT and relevant Cabinet members. (July Update). August performance / finance CMT and EMT and Budget Board processes in-train and shared with BIIP. Performance workshop planned with BIIP in September. (August Update). Performance Workshop held in October 2018.

⁹ [LGA - Top 10 tips for better internal communications](#)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>More proactive senior officer involvement in O&S processes –including engagement in development of O&S work programme, and then senior officer support to O&S chairs to challenge policy development and advice / scrutiny of policy implementation.</p> <p>Complete the LEAN review of Council and Cabinet decision-making cycle and implement changes.</p> <p>Improved evidence and insight underpinning officer advice and options / implications presented to elected members.</p>	<p>Actions arising from O&S review to be implemented. (September 2018)</p> <p>LEAN review of Council and Cabinet decision-making cycle and implement changes (September 2018).</p> <p>Review of insight and intelligence functions and products to CMT and EMT (September 2018)</p>	<p>O&S cycles of meetings complete with pro-active Cabinet and CMT member involvement in all sessions.</p> <p>Lean review and insight functional review in-train</p> <p>Restructure proposal out to consultation with proposed integration of policy, Public Health analytical capacity and performance / insight functions. New Head of Research and Programmes appointed in June 2018. (August Update). Consultation closed process on-going (October Update)</p>
3.4	Robust, thorough and consistently applied staff induction processes (drawing on guidance from CIDP ¹⁰ and building on good practice from Barnet Council ¹¹ and Nottinghamshire County Council ¹²)	<p>Corporate inductions will be refreshed to reflect recent political, managerial and structural changes to the council.</p> <p>There will be a focus on corporate obedience regarding managers inducting their staff and having the relevant tools to do so.</p> <p>The new CEX is keen to run regular face to face sessions with the Leader as a</p>	<p>All staff will receive a full induction to the council within 2 months of starting. (As of September 2018)</p> <p>Staff report (as part of survey) increased visibility of</p>	<p>Chief Executive and HR Director The Chief Executive and HR Director have met to discuss Employee Induction, with the new Chief Executive sharing ideas that she has observed have worked well in other authorities and combining this with the experience of the HR Director – a new approach will be introduced which will be much more personal and provide a combination of learning, i.e. mixture of face to face; e-modules and networking opportunities to lean. (July Update)</p> <p>Learning from other Local Authorities through on-site visits has begun and will be continual to compare and inform BCC's approach. Induction was discussed at ELT on 12th September during the Workforce Strategy session</p>

¹⁰ [Induction Factsheet - CIDP](#)

¹¹ [Barnet Council - Employee Handbook and Induction Checklist](#)

¹² [Nottinghamshire County Council - Employee Induction Guide](#)

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		welcome and introduction to BCC – this is work in progress.	senior management	<p>and the feedback will be collated into the Workforce Plan. (September Update 2018)</p> <p>On boarding discussions occurring re new starters to the organisation in 2018 to capture feedback and learning from their experiences to build into new inductions process. Actions on induction detailed in Workforce Strategy. (October Update)</p>
3.5	A modern and fit-for-purpose workforce	<p>A new workforce plan will replace the current People Strategy and oversee a dramatic and sustained change to: -</p> <ul style="list-style-type: none"> - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeships and graduate development - Industrial relations processes and engagement <p>Staff survey as baseline for council improvement. The key indicators from the survey to be used and the trend analysis and the most recent baselines TBA</p>	<p>Completion of workforce plan (September 2018)</p> <p>Monthly monitoring of a new basket of internal 'organisational health' workforce measures (October 2018 onwards)</p> <p>Staff survey (September 2018) Most important measures</p> <p>Improved employee engagement and confidence.</p> <p>Improved sickness absence.</p> <p>Changed workforce demography. To better reflect the demography of the city</p>	<p>HR Director Work has begun on the production of the renamed Workforce Strategy 2018-2020 and associated plans. (August Update). An engagement session was held with the Extended Leadership Team on 12th September 2018 and this was the first time that the group had input ahead of the Workforce Strategy going to the Council Management Team. A session with Trade Unions is also planned. The Workforce Strategy is on the agenda for CMT on 24th (September 2018).</p> <p>Organisational Health measures will be developed once the Workforce Strategy is agreed.</p> <p>Staff survey has been completed with a 26% return providing a baseline position. (Headlines attached).</p> <p>The free text boxes utilised during the survey included the opportunity to comment on values and behaviours and providing a message to the new Chief Executive. 2,500 messages were submitted. (September Update)</p> <p>Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>Cabinet report approved for implementation of new Enterprise Resource Planning system for HR/ Payroll and Finance transformation programme, which will assist in terms of new ways of working; talent management; appraisals; induction; apprenticeships etc; succession planning and improved business processes . (October update).</p>

3 Managerial leadership <i>Effective political leadership and managerial leadership, working as a constructive partnership.</i> Note that a number of the improvement aims in section 1 – political leadership – involve dual actions for both officers and elected members. For brevity, these actions are not duplicated below.				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			Improved motivation and morale in employees. Leaders and employees are advocates for BCC.	

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.1	An agreed City Vision and clear lines of accountability for areas of partnership activity.	<p>Further work with Partners implementing agreed review of partnership structures, priorities and aligned work programme towards owned partnership KPIs in support of the achievement of a shared vision.</p> <p>Creation of a City Board to enable strategic partners to maximise opportunities in the city and anticipate changing trends / challenges.</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance against a shared outcomes / accountability framework.</p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results.</p>	<p>Officer engagement with partners March-June 2018</p> <p>Political review, engagement and launch of proposed new partnership model June – July 2018.</p> <p>Implementation of changes following summer of engagement (September 2018)</p> <p>Formal adoption of a new partnership outcome and accountability framework (April 2019)</p> <p>Evaluation with partners required – consideration of independent evaluation (potentially through INLOGOV refresh or peer review) – January / February 2019.</p>	<p><u>Chief Executive and CMT</u></p> <p>First meeting of the City Partners Board took place on 19 September with representation from all sectors, using a distributed leadership model. The meeting will be facilitated by the Rt Hon. Jacqui Smith. Strong young people representation at the board who contributed. Positive energy and commitment was created and clear actions agreed. The next Board will be in December. Preparatory work underway with theme leads (October Update)</p>
4.2	A revised Vision and Priorities for the Council	<p>Integrated planning, priority-setting and budgeting planned with CMT and EMT post-election – based on insight, the administration's manifesto and advice regarding service priorities / demand pressures.</p> <p>Following elections, Cabinet portfolios are changing to correspond with the new priorities.</p> <p>New Vision and Council Plan to be agreed by Cabinet.</p>	<p>Clear priorities that reflect the needs of Birmingham's citizens and are agreed by members and lead officers. (June 2018)</p> <p>Clarity with officers and members around where accountability lies in portfolio and chief officer leadership roles (July 2018 onwards).</p>	<p><u>Chief Executive and Leader</u></p> <p>Council Plan in place and new Cabinet portfolios confirmed. (July Update). COMPLETE PENDING BIIP REVIEW</p> <p>Chief Officer restructure proposals progressed through JNC and due to be consulted with staff in July 2018. (July Update). Restructure proposals out to consultation (August Update). Restructure proposal still out to consultation closed on September 19. Process ongoing (October update)</p>
4.3	Effective strategic performance management	<p>Strategic review of performance framework required, in concert with production of Council Plan 2018-2022.</p> <p>This refreshed performance management framework will integrate priority outcomes</p>	<p>Revised strategic framework in place by July 2018.</p> <p>Monthly finance and performance reporting to CMT, EMT, and Cabinet</p>	<p><u>CMT</u></p> <p>Monthly performance and finance sessions underway – having begun in June 2018 – and reports shared with MHCLG and BIIP. (July Update)</p> <p>Finance monthly reporting now refined and cycle in place for future reporting</p>

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>and measures; service outcomes and measures; and governance / improvement plans with key priority areas for improvement along with milestones to monitor progress to be included in the new Council Plan 2018-2022.</p> <p>Future KPIs will be mapped back to the new vision and priorities. Monthly CMT and EMT will review reports and take action to address resource or performance-led interventions.</p> <p>Improvement block included in Council Plan.</p> <p>Revised Council-wide performance toolkit to provide peer examples, a culture of learning and clarity on definitions / standards (on issues such as data quality and reporting protocols.)</p>	<p>commencing July 2018.</p> <p>Integration of revised approach into business as usual and improvement plans (September 2018)</p> <p>Improved feedback from inspectorates and external auditor regarding efficacy of strategic and service performance management (April 2019)</p> <p>Annual review of framework to ensure timely reviews to show to what extent any strategies are achieving the set goals. (April 2019)</p>	<p>to <u>CMT, EMT and Budget Board</u>.</p> <p>Performance report being refined for July following agreement of measures in the Council Plan with first formal challenge in August 2018. Meeting on 13 August (August Update).</p> <p>Other actions in train (July Update).</p> <p>Joint BIIP/BCC performance workshop held in October. Follow up to be held in December (October Update)</p>
4.4	Effective 'people performance' appraisal framework ¹³	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples.</p> <p>Revised performance appraisal system in place, embedded, used purposefully and delivering improved performance.</p>	<p>Strategic review of current appraisal system assessing 'best in class' public and private examples. (October 2018)</p> <p>Revised performance appraisal system in place, embedded and delivering improved performance. (April 2019, 2020 and 2021 trajectory)</p>	<p>HR Director and CMT: CMT and HR Director have been discussing suitable performance measures at recent meetings.</p> <p>The new Chief Executive is keen that we benchmark with others outside of the West Midlands and this is something that we are keen to explore.</p> <p>A new performance appraisal is due to be developed this year, following the feedback that has been received both on PDR and current appraisal process. (July Update).</p> <p>My Appraisal was discussed at the ELT session held on 12th September, and feedback is also being obtained from Trade Unions. Site visits to other authorities and the private sector is in progress with a number of visits already completed to share and learn from others. <u>(September 2018)</u></p> <p>Extended Leadership Team are championing the role of culture change. Engagement sessions on much wider basis have taken place. Our workforce, through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. My Appraisal formed part of this feedback and a new process is</p>

¹³ [Performance appraisal factsheet \(CIPD\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				currently being developed. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3. (October update)
4.5	Effective Medium Term Financial Strategy (see CIPFA's report on medium-term financial strategies) ¹⁴	<p>Priority based budget approach to be deployed in early summer as part of the council planning process.</p> <p>Integrated preparation underway for Council plan, MTFS and budget cycle.</p> <p>Robust MTFS and priority-led covering 2019-22.</p> <p>Monthly reporting to CMT and EMT of the fully integrated financial management, performance management and risk/opportunity management position.</p> <p>Clear trajectory as part of a renewed MTFS, as to how the Council reduces reliance on reserves.</p> <p>A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.</p>	<p>First cut of MTFS and budget in August 2018</p> <p>Final draft MTFS and budget / Early budget consultation October 2018 – Feb 2019</p> <p>Improved rigour of reporting September 2018 onwards</p> <p>Improved trajectory of use of reserves in 2018-19 out-turn report</p> <p>No material concerns in external audit report April 2019.</p>	<p><u>Chief Finance Officer and CMT</u></p> <p>The Council has considered updates to its forecast 2019/20 – 2022/23 budget position at EMT meetings in July and September.</p> <p>Budget workshop with EMT held on 17 September with further ones planned for 1 October and 15 October.</p> <p>Planning to take the Budget Consultation to Cabinet in November to start the budget consultation process. Continuing to develop and refine budget consultation proposals in September and early October, with a view to get final sign off from EMT and Labour Group in October.</p> <p>Reporting is undergoing continual development to ensure that it is timely, accurate and transparent. Quarterly reports will go to Cabinet; other monthly reports to EMT and on to opposition leaders and scrutiny. (July Update)</p> <p>Expectations on the use of reserves are clear – not permissible to mitigate base budget or non-delivery of savings. Any strategic use (e.g. PFS or Invest-to-save), if approved, would be documented and pre-agreed. (July Update)</p> <p>The S24 Statutory Recommendations in the Audit Findings Report for 2017/18 were considered at the City Council meeting on 11 September. Actions will be monitored by the Audit Committee.</p> <p><u>September Update</u></p> <p>Further EMT Budget Away day held on 15 October. Budget proposals are being worked up into fact sheets and the budget consultation document is being prepared for Cabinet and public consultation in November (October Update)</p>
4.6	Effective Capital Strategy (outlined by CIPFA) ¹⁵	A 'total' view of revenue and capital reporting on a monthly basis to inform accurate, timely and transparent decision-making.	Fully integrated Capital Strategy (April 2019)	<p><u>Chief Finance Officer and Economy Director.</u></p> <p>Capital Board is established and is meeting monthly with clear ToRs. Capital and treasury management monitoring is now reported monthly together with revenue monitoring. The formal Capital Strategy will be an output of the financial planning process in the Council Business</p>

¹⁴ [Looking forward - Medium-term financial strategies in the UK public sector \(CIPFA\)](#)

¹⁵ [Capital Strategies and Programming - Summary \(CIPFA\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		A 'total view' of Council investment and Treasury management risk associated with legacy and new capital investments		Plan 2019+. (September Update) COMPLETE PENDING BIIP REVIEW
4.7	Effective risk management strategy and implementation (learning from good practice and guidance identified by Solace and CIPFA) ¹⁶	Co-ordinated revision of corporate and directorate risk registers and associated processes Reestablishment of Corporate Governance Group to oversee high risk workforce issues	Revised structure and content of corporate risk register (October 2018) Revised structure and content of Directorate risk structures (April 2019)	Chief Finance Officer and CMT This work is at the early stages of definition focussed around understanding best practice from similar authorities. A future serve will need to incorporate a mature approach to assurance and risk which embeds the culture of risk and sees the process as 'dynamic' (July Update) Our approach to risk management has been benchmarked against the CIPFA Good Governance Framework, and an action plan has been developed. This includes improving documentation and e-learning material. Liaison with Directorate Management Teams is in progress, to ensure improved ownership and the developments of appropriate actions. <u>September Update</u>
4.8	A fit-for-purpose and modern Industrial Relations Framework	a) Logistics and support b) Governance and meetings frameworks c) Style and culture d) Corporate management with members	Discussion paper for discussion with Elected Members and proposals for discussion with trades unions (July 2018) An industrial relations framework that enables the delivery of the Council Plan and MTFS (September 2018)	Chief Executive and Leader In train – to discuss with BIIP and MHCLG (July Update). On the agenda for the BIIP September meeting.
4.9	Effective Legal and Governance Services	Revised model for provision of Legal Services ready for consultation.	Model ready for consultation with a view to implement. (September 2018) Setting new standards and effective delivery of governance function, for example, reduced external costs, improved stability of staff body and improved organisational performance measures (e.g. successful legal cases, reduced late reports.) [April 2019]	City Solicitor CMT and EMT have been consulted and new model in operation from 01 August (August Update). COMPLETE PENDING BIIP REVIEW

¹⁶ [Delivering Good Governance in Local Government \(Solace and CIPFA\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.10	Effective Financial Services	<p>Setting of new style and standards for financial management by finance officers</p> <p>Setting of new standards for financial management by service senior managers and training in them</p> <p>Putting in place of more reliable and more transparent financial reporting mechanisms</p> <p>Implementation to be undertaken</p>	<p>Finance officers reporting direct to S151 Officer with clear understanding of their role and part of managing the corporate whole. [July 2018]</p> <p>Service managers operating at higher level of financial management, meeting budgets and prioritising and re-prioritising [April 2019]</p> <p>Evident levels of transparency and plain English clarity in financial reporting</p> <p>Clear financial implications in all relevant report</p>	<p>Chief Finance Officer The Finance redesign is largely complete in terms of structure. 4 senior staff will leave the Council as they could not demonstrate the skills and standards needed. (July Update)</p> <p>A new operating model has been agreed by CMT and is being embedded. An experienced interim AD has been engaged to deliver this pending the appointment of a permanent member of staff. (July Update)</p> <p>Reporting cycles and content have been reviewed and improvements made but this process will continue (July Update).</p> <p>Recruitment of interim posts nearly completed. An Interim Assistant Director of Service Finance has been appointed. <u>September Update</u></p>
4.11	<p>Effective Human Resources</p> <p>Realistic and robust operating model (for example, adopting learning from various models presented by CIPD)¹⁷</p>	<p>Workforce Strategy needed and overhaul of how the Council does JNC recruitment</p> <p>Embedding and review of efficacy of new model</p>	<p>New model fully effective from September 2018.</p> <p>Continuous systems and process reviews [April 2019 onwards]</p>	<p>Director of HR/OD The new operating model for Human Resources became live on 1st March 2018, with spans and de-layering and a new organisational structure. The teams are now c70 head count less than last year.</p> <p>A whole service redesign commencing on 1st May 2018 to review all current processes and practices. It is a whole HR Redesign end to end following system thinking principles. This includes strengthening the customer experience. This includes examining purpose; adding value; understanding capability and capacity and barriers to change, reduces waste and introduces longer term change than the usual business process re-engineering method..</p> <p>Show and Tell sessions have taken place with the HR Leadership Team and managers with more planned regularly and throughout the summer. (July Update).</p> <p>Director of HR now reports directly to the CX. (August Update)</p> <p>There will be on-going continual improvement and skills transfer into the HR & OD teams so that they can be self-sufficient in the change methodology used, which is 'BRUM' change methodology (which has been developed in collaboration with external partners and in-house expertise, and is currently</p>

¹⁷ [Changing HR Operating Models \(CIPD\)](#)

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>being trialled in HR and also in Homelessness). (September 2018)</p> <p>Through our recent staff survey have indicated they feel that our values and behaviours need to be renewed following the Council Plan being approved and this will now be taken forward as an action. Refer to updates on Workforce Strategy as outlined at 2.2 and 2.3</p> <p>HR Re-design commenced in May 2018 and is on-going re continual development. October update.</p>
4.12	Effective ICT Service	<p>Council framework for prioritisation of ICT needs to be agreed by CMT with input from elected members</p> <p>Elected Members and CMT to confirm whether transition plan will continue in current format (as part of 2019-20 budget process)</p> <p>Deliver 2018-19 savings</p>	<p>Corporate framework for prioritisation of ICT needs to be agreed by CMT with input from elected members (September 2018)</p> <p>First Phase Transition from Capita to the Council for April 2019</p> <p>2019-20 savings target to be confirmed</p>	<p><u>Chief Operating Officer, Assistant Director ICT</u></p> <p>New service “Information, Technology and Digital Services formed” and new ICT management arrangements are in place</p> <p>Joint Venture with Capita has been dissolved</p> <p>New ICT Governance framework implemented</p> <p>Overall roadmap agreed for the implementation of the ICT strategy (now in second cycle of review and alignment to business priorities)</p> <p>New Contract governance with Capita Implemented</p> <p>Business Case for the Transition of services from Capita agreed at March 27th 2018 Cabinet</p> <p>Transition programme now established and resourced</p> <p><u>September Update:</u> 2018-19 Transition plan currently on track Focus for 2019-20 remains on achieving savings and current plan being reviewed and re-focused. Other focus areas to achieving an effective use of information and technology across the council are being re-prioritised as deemed lower priority</p> <p><u>October Update:</u> 2018-19 Savings delivered Proposed project prioritisation approach agreed in principle; next stage detail being worked up ready for trialling in November Transition of services from Capita being re-planned balancing risk, savings and delivery.</p>

4 Strategic planning, financial and performance management <i>Effective corporate and financial framework to ensure strategic focus, transparency and governance.</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
4.13	Effective Procurement and commissioning	<p>Service review to be undertaken in-year as part of budget and functional planning 2018-22.</p> <p>Quarterly Commissioning and Contract Management Board to be supporting in driving continual efficiency and improvement.</p> <p>A forward plan of procurement activity with each directorate in place and continually challenged by the relevant Cabinet Member, CMT and Commissioning and Contracting Board.</p>	<p>Improved savings accrued from contracting and strategic commissioning processes.</p> <p>Improved Council performance in relation to 'social value' and local spend.</p>	<p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p><u>Chief Operating Officer, Director of Commissioning and Procurement</u></p> <p>A service review has been carried out and savings proposals submitted to EMT. Ref: SS103a 19+</p> <p>A review of the SV Policy and BBC4SR has been done and is on track for Cabinet on 11/12.</p> <p>A quarterly report of savings and income from contracts goes to CCMB</p> <p>A review of the Top 50 contracts and all live contracts has been undertaken to assess new or enhanced opportunities. This is being informed by data from other West Mids Authorities' top 50 suppliers.</p> <p>CPS is actively engaging in consolidation reviews for cashable savings, income and efficiency improvements particularly around Transport and Fees and Charges work streams.</p> <p>Development of Commissioning and Procurement Plans continues with a target date to CCMB and CMT in October. (On track)</p>

5 Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
5.1	Community Cohesion	<p>Continuing work on network</p> <p>Convening of Youth Seminar on cohesion</p> <p>Finalise strategy, engage group representatives and consult on draft strategy</p> <p>Ongoing engagement with MHCLG and WMCA</p>	<p>Draft strategy for May 2018 with final strategy in place for September 2018</p> <p>Implementation dates to be agreed.</p> <p>Approach to community dialogues and conference approach to learning / practice sharing to be in place by November 2018 and then repeated on an annual basis thereafter.</p>	<p><u>Cabinet Member Community Safety and Cohesion and ACE</u></p> <p>Draft strategy out for consultation. Engagement and consultation is underway prior to 'white paper' being brought back in October. (August Update)</p> <p>Birmingham Partners facilitation group tasked with supporting a facilitation plan for the November 'summit'. (August Update)</p> <p>Analysis of the consultation is complete. White Paper due to go to Cabinet on 13 November. Going to CMT on 24 September. Planning 10 partner events across the city continue the engagement and dialogue and to share learning. (October Update)</p>

5 Key Corporate Policies to enable effective corporate governance				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
			Suite of performance measures in development through research and national / local research (Sept 2018)	
5.2	Equalities and Diversity	Production of a new Equalities Policy for discussion Proactive review of impact around budget and other decisions – in concert with legal colleagues	Revised equality policy and associated evaluation framework to be in place by December 2018 ; alongside whole-system review of Council systems and processes.	<u>Assistant Chief Executive</u> Council project group underway and reviewing best-practice and self-assessing against LGA framework. Dedicated SLT session planned for September 2018 followed by policy / process review. Alignment ensured for new workforce strategy. (August Update) ELT session held on 12 September and had reps from employee networks such as LGBT and black workers network. Internal stocktake undertaken to assess where the organisation is against the LGA equalities framework. <u>(September Update)</u>
5.3	Equal Pay	Actions to be co-ordinated through established governance arrangements to alleviate risk associated with the Equal Pay challenge.	Agreement of a strategic way forward to deal with current and prevent future claims – endorsed by Cabinet (private) in August 2018 . Managed spend against strategy on existing claims and improvement to spend profile over 2018-22 period.	<u>City Solicitor</u> Mitigating strategy has developed and high level principles approved by Equal Pay Executive Sub-Group in August 2018. A timetable now developed with implementation strategies programmed to deliver mitigation – the implementation of the revised Waste Management MOU September 2018 is a key requirement of this strategy. <u>(September update)</u>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
6.1	City-wide Partnership Framework	<p>Further engagement with Partners implementing agreed review of partnership structures.</p> <p>Discussion about focus on city-wide objectives and shared values</p> <p>Consideration with key partners about way forward, based on shared accountability for achieving shared goals</p> <p>Shared accountability framework to be worked on with partners Priorities to be discussed or explored for joint delivery planning.</p>	<p>Establishment of over-arching partnership framework through the Leader of the Council's convening role with key partners (August 2018).</p> <p>Shared clarity about the mission, objectives and purpose of individual partnerships and how they will judge their performance. (October 2018)</p> <p>Shared process of monitoring, measuring and learning by seeking and acting on feedback on the council's performance from our partners and being transparent about the results. (October 2018)</p>	<p>Leader, Assistant Chief Executive Interviews held with partners throughout March – June and precise actions being addressed around statutory partnerships. Chief Executive and Assistant Chief Executive leading this process in concert with Chief Officers. (July Update)</p> <p>Joint signatures committed to a letter from the LoC in order to launch a Partner board in September 2018. Reaction to the letter has been very positive, and agencies across the city are actively working to nominate representatives to that Board. (July Update)</p> <p>Other activity in train in advance of deadlines (July Update)</p> <p>City Partner's Board took place on 19 September. Facilitated by the Right Hon. Jacqui Smith. A distributed leadership model has been adopted with next session planned for December. (October Update)</p>
	Statement of partnership values of openness, transparency, learning, collaboration, and safe and constructive challenge	Statement to be produced with partners and communicated and applied across the organisation and externally.	Building trust between the council and all our partners as tested by monthly 'temperature take' evaluation framework (July 2018 onwards) and 6 monthly partner survey (January 2019) .	<p>Assistant Chief Exec. Monthly temperature takes have commenced and will continue throughout the coming months. (July Update) Monthly temperature takes continue during August (August Update).</p> <p>Monthly temperature takes continue throughout September <u>(September Update)</u> A key priority of the city board is to refine an asset-based vision for the city which all partners can coalesce around. This work will be undertaken in October, with a non-Council sponsor, and considered in the December 2018 follow-up board. (October update)</p>
6.2	Children and Young People's Partnership	<p>Development of partnership options and consultation on model. Timescales TBA</p> <p>Agreement on how children at heart of Council strategy. Timescales TBA</p> <p>Completion of a CYP Plan to link into overall council strategies. Timescales TBA</p>	Creation of a strategic 'home' for Children and Young People's issues in partnership and improved trust / joint working / risk and practice sharing across the CYP landscape.	<p>Director of Children's Services Senior leaders from the Health and Birmingham city council met to discuss establishing a new Children's partnership for the city <u>.(September Update)</u></p> <p>Update for October</p> <p>Birmingham Children's Improvement Forum will meet on 26 November to progress this work and look at recent learning from inspections across Birmingham and the way forward. Representation from the Council, NHS, Police, Birmingham Children's Trust and Third Sector with attendance from Chief Executives, Lead Officers and also Elected Members .</p>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
6.3	Community Safety Partnership	<p>More consideration with partners of current strategy.</p> <p>Emphasis on Domestic Homicide reviews and linkages with other statutory partnerships.</p> <p>No further update required</p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework.</p> <p>No further update required</p>	<p>Place Director</p> <p>Meeting with the Chair, police and council representatives has taken place where it was agreed to review the governance strategy for Birmingham's Community Safety Partnership.</p> <p>Key deliverables achieved are:</p> <p>Delivery of the 2018/19 Strategic Assessment and Control Plan (in progress)</p> <p>Production of the BCSP Annual Report 2017/18</p> <p>Implementation of efficient procurement and invoicing systems in 208/19</p> <p>Negotiation with the Office of the Police and Crime Commissioner to secure legacy funding of £1,173,000 for BCSP in 2018/19</p> <p>Representation and input into the West Midlands Community Safety Partnership</p> <p>Delivering approximately 75% of actual spend against 2017/18 Community Safety Fund, with slippage of 25% carried forward into 2018/19</p> <p>Consultation and agreement from BCSP to top slice the 2018/19 CSF allocation to enable the employment of 2 FTE as Local Community Safety Managers for 12 months, thus providing a new City Centre LCSP and ensuring that the budget pressure for employing these managers did not rest solely with Birmingham City Council.</p> <p>Launch of the DV Strategy</p> <p>Drug testing at the Made Festival in Perry Park (July 2018)</p> <p>The Gangs and Violence Commission report that provides specific recommendations to prevent and protect individuals and communities. The OPCC is now developing a commissioning framework to deliver these recommendations (to a value of circa £1million)</p> <p>£275,000 allocation to the Youth Offending Team commissioned directly by the OPCC and a bid to the Home Offices' Early Intervention Fund (up to the value of £350K in each of 2018/19 and 2019/20)</p> <p>(October Update)</p>
6.4	Health and Well-being Board	<p>Concerted corporate direction with whole Cabinet about HWBB and STP.</p> <p>Delivery against CQC action plan.</p> <p>Revisions to membership, agenda and ways of working for H&WB</p>	<p>Delivery of statutory responsibilities and improved outcomes against agreed performance framework</p> <p>Evaluation of actions and improved outcomes against CQC action plan</p>	<p><u>Corporate Director Adult Social Care and Health</u></p> <p>The forward programme is addressing major issues in the care and health system. Greater focus is being placed on children and young people. Profile is being strengthened along with relations with other partnerships e.g. safeguarding boards</p> <p>The HWB is increasingly seen as a key corporate vehicle for improving health. Feedback from DoH on the delivery of the CQC action plan is positive. Membership has been widened and strengthened.</p>

6 City Partnerships <i>Partnerships and key stakeholders</i>				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
				<p>Statutory responsibilities are being delivered.</p> <p>The forward programme is addressing some of the challenges that will become of greater importance in the future and will challenge partners to begin the process of identifying actions in the here and now. (September Update)</p> <p>An away day was held involving Members of the Health and Wellbeing Board. It was facilitated by the LGA and was well-received. There was a high level of engagement and enthusiasm to change the way the Board works to ensure it provides leadership on the major issues concerning health and wellbeing. It was agreed that the priorities will be revisited so that there can be a greater degree of focus on a smaller number of priorities so that the Board can ensure tangible improvements are delivered.</p>
6.5	Birmingham and Solihull STP Board	<p>Need to maintain engagement to promote integrated approach to health and social care services across BSol.</p> <p>Need to ensure appropriate links to Council's governance processes, Corporate and Directorate Business Plans and Budget setting processes.</p> <p>Need to increase link to CYP Directorate</p>	Improved performance in line with agreed STP outcomes and evaluation frameworks.	<p><u>Corporate Director Adult Social Care and Health</u> Vision and priorities revised and engagement strategy with Boards, Council and public agreed</p> <p>Council will need to engage in the engagement events. Agreed that the System Lead will come to a meeting with Members to bring them up to speed about the STP</p> <p>All of the work streams are required to develop their priorities and work plans. Ageing Well continues to push forward and the independent partner is working in Birmingham to help move the programme forward at pace.</p> <p>Good progress continues to be made in line with agreed timescales (September Update)</p> <p>The STP Board is engaging public health across BSol to develop the golden thread that runs through care and health activity and after an initial presentation this work will be firmed and brought back to the Board to ensure it is “wired up” properly. A presentation was made on the development of the workforce strategy and system-wide approach to apprenticeships. (October Update)</p>

7 Communications and transparency				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
7.1	Community engagement – a consistent and fair approach to whole-city engagement.	<p>The new Council Plan will outline our commitment to genuine community engagement.</p> <p>Workforce Strategy will be developed to include a plan for genuine community engagement.</p> <p>Regular engagement with communities will include face-to-face and online communication about our progress against the corporate plan to reach citizens in all areas of the city.</p>	<p>Council staff and the public will have a shared understanding of our approach to genuine community engagement.</p> <p>Engaging meaningfully and genuinely with communities across the whole of the city will become part of our everyday practice.</p> <p>Improved residents survey measures (March 2019 results)</p>	<p><u>Director of Place and Assistant Chief Executive.</u></p> <p>Summer/Autumn of engagement on Green paper on Working Together in Neighbourhoods will conclude at end of September following discussion across the city at Ward Forums</p> <p>Consultation on the Community Cohesion Strategy concluded. Cabinet Members' roadshows in train. (September Update).</p> <p>Consultation on the Community Cohesion Strategy concluded. Cabinet report planned for November 2018.(October Update).</p> <p>'White paper' on localism planned for December Cabinet.(October Update). See separate briefing on the agenda</p>
7.2	Communications that is strategic and consistent, and supports the council's priorities	<p>Finalise strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention</p> <p>Start the formal functional consultation</p>	<p>Specific outcomes to be finalised with conclusion of review – to be monitored monthly thereafter. (August 2018)</p>	<p><u>Assistant Director Communications Chief Operating Officer</u></p> <p>Final design required regarding inclusion of 2022 staff in the new structure. All JDs evaluated and business case ready to go – just need clarity on budget for staffing Comms support for the CWG and if this will be with the central communications team. (July Update).</p>

7 Communications and transparency				
	Improvement Aim	Required Action	Outputs/Outcomes	Lead / RAG status (Green – complete / evaluated; Amber – on track; Red – off track)
		<p>Work with the development of the corporate plan to align the communications strategy</p> <p>Meet with CEO to agree draft internal comms strategy</p>		<p>Clarification given that no extra budget for 2022 communications so staffing support needs to come from the new proposed restructure in line with the reduced communications budget for 2019/20. New business case and JDs being drafted to reflect this. (October Update)</p>
7.3	Effective Communications and Marketing	<p>Finalise Communications and Marketing strategy alongside strategic review of communications to support Council Plan priorities and clearer 'added value' of communications to service demand management and prevention</p> <p>Restructuring to be completed</p> <p>Draft framework for Strategy to be discussed at CMT. Public elements of Strategy for Cabinet</p> <p>Implementation headlines and key milestones to be agreed</p> <p>Measures of success and evaluation proposals to be agreed</p>		<p><u>Assistant Director Communications</u> <u>Chief Operating Officer</u> Draft Comms strategy being finalised now that the Council Plan has been agreed. Outline overview of key campaigns is ready to share with CEX and Leader, including suggested timelines and budget. (July Update)</p> <p>Research completed on citizen perceptions and insight being used to shape the channels suggested to support the key campaigns. (July Update)</p> <p>Separate work being done on 2022 activity including tender for branding and visual identity. (July Update).</p> <p>Review of communications offer taking into account budget and 2022 requirements (August Update 2018)</p> <p>New structure being costs up to reflect a reduced budget and also accommodate 2022 activity following CEX feedback on original proposals. <u>(September update 2018)</u></p> <p>Branding work for 2022 underway with an Agency appointed.</p> <p>Outline of marketing and communications activity for 2018/19 developed and being delivered, including an internal communications strategy. <u>(September Update).</u></p> <p>Work is on-going and on track (October Update)</p>

Improvement Plan Temperature Take – October 2018***Précis***

The feeling this month is one of cautious optimism – there have been some positive developments but there is an awareness that we are entering a crucially important few months where we need to deliver and demonstrate real progress. As we enter the ‘crunch zone’ focus is narrowing down on the key areas that need improvement, including transparency and accountability around decision making. We need to keep up the energy and momentum around the improvement process and build on early successes and signs of progress, including renewed engagement from partners. The role and proper functioning of audit and scrutiny committees will be key in upcoming months. There is a need to reinvigorate the Birmingham Community Safety Partnership which is an important area of partnership work.

CLlr Robert Alden (Leader, Conservative group) – 10/10/2018

- Biggest concern at the moment is late/private reports. Papers continue to be submitted late to Cabinet which prevents effective scrutiny and challenge, and thus robust decision making. A fundamental governance issue with consequences for transparency and accountability.
- Continued feeling that BCC continues to struggle with making and implementing the difficult decisions. Often decisions are made and then not implemented or progress is slow, with budget implications.
- Too early to say how the audit and scrutiny coordinating committees are functioning, but it seems that they have played a good role so far in the budget setting process. Will see how this develops and whether they have access to the information they need to work properly.

Phil Jones (Grant Thornton) – 11/10/2018

- In ‘watch and wait’ mode. Signs remain positive but need to retain a level of professional scepticism until we get further along in the budget process. Where problems have occurred in the past, it has been at the later stages. Ambitious savings are needed in the medium-term which will involve drastic changes, but it is not yet clear what these changes will involve.
- Relationship with unions remains critically important and intersects with some headline issues such as equal pay, the new waste operating model and the enablement service restructure.
- Next few months are crucial for BCC’s future – by December we should have a better idea of whether the Council’s response to the audit letter is sufficient and what the 2018/19 final position is likely to be.

Sean McGrath (West Midlands Fire Service) – 11/10/2018

- Recently returned to Birmingham and still building key relationships and knowledge of how things are currently working.
- As a new observer, it is not clear what the Birmingham Community Safety Partnership (BCSP) does and how it works with partners, including local community groups.

Penny Thompson (Chair, Birmingham Safeguarding Children Board) – 11/10/2018

- Not sure that there has been any real progress in clarifying arrangements for an over-arching children’s partnership in Birmingham.
- There is a need to develop a relationship of trust and respect with partners that really recognises our co-dependencies. What we can achieve together for Birmingham is exponentially greater than what can be achieved as individual bodies.
- System-wide discussions about key issues should become the norm, rather than one-off occurrences. BCC needs to engage more with partners and co-produce solutions rather than trying to solve problems on its own.

CLlr Paulette Hamilton (Cabinet Member, Health and Social Care) – 11/10/2018

- Cabinet members will face some challenges over the next few months but are settling in well and in a good place.
- There are still occasional issues with the quality of information coming to members from officers. The member-officer relationship can be damaged when members are reassured that plans will be implemented and then they aren’t, or if data isn’t right.
- Concerned that the Health and Wellbeing Board (HWB) is under-resourced and needs more support to deliver what needs to be delivered. It feels like there is a disconnect between the HWB and partners so it is hard to see how everyone’s work joins up. Partners need to be confident that their work is feeding into the HWB or we may lose some goodwill.
- The ongoing restructure can make it difficult for directorates to work together to deliver joint savings and reshape services. Until the new structure is agreed there is limited space for strategic discussions and the focus tends to be on ‘cuts’ rather than transformation.

CLlr John O’Shea (Chair, Audit Committee) – 11/10/2018

- Positive about the BIIP and how the BCC/BIIP relationship is working. I am optimistic about our progress but there is a difficult period ahead of us. We still need to prove we are serious about changes.
- The role of the Audit Committee will be vital in driving improvements this year, and then potentially transitioning to a new model in 2019/20. We are starting to tackle some big issues such as the Commonwealth Games and Paradise Circus. We have heard concerns around transparency and accountability and will be working with scrutiny chairs around their part of the process and how late papers can be managed and, where appropriate, challenged.
- Looking forward to developing a peer mentoring relationship with members at Rotherham Council – have discussed with the Leader how this could be a useful tool for BCC’s development

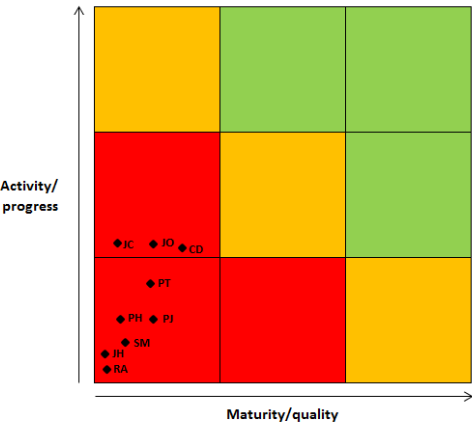
CLlr Cotton (Chair, Co-ordinating Overview & Scrutiny Committee) – 11/10/2018

- Attention at the moment is focused on the budget process, especially in light of the audit letter. Pleased with scrutiny’s role in the budget process and input – think that we have really added value. Would like to get involved at an even earlier stage next time and become integral part of the process.
- The audit letter highlighted some serious issues and we need a broad understanding across all members about what it means and the consequences for the Council.
- Relationship with BIIP is working well, good to have open conversations with the BIIP about their expectations of the overview and scrutiny committees and how these should function. Peer support and development for members is important and we are taking advantage of opportunities. Had a really positive session with LGA on Monday 8 October.

CLlr Hunt (Leader, Liberal Democrats Group) – 11/10/2018

ITEM 6

- In a bit of a ‘limbo’ period at the moment, waiting for various updates and to see what comes out of the budget process. Need to see if BCC can come up with a workable budget that balances the books and can be delivered.
 - BCC needs to have an effective dialogue with the public about the challenges we are facing and the decisions we need to make. This is a real culture change and we need to make everyone aware of what we are working towards.
 - Continuing concerns about late/private reports and impact on transparency/accountability.
- Cherry Dale (Chair, Birmingham Safeguarding Adults Board) – 11/10/2018**
- Feeling cautiously optimistic – genuinely thinks that we are regaining the trust of partners across the city and showing our commitment to working together. Now is a pivotal time to build on that trust and show that real change is happening.
 - The role of the BCSP is critical – we need to refocus and re-energise the BCSP and ensure that it is working the way we (and Birmingham) need it to.
 - Broadly positive about feedback from the first City Board and the three outcome areas that have been identified (homelessness, violence including knife crime, and childhood obesity). However, thinks that the violence outcome should be expanded to also look at exploitation and the ‘ripple effect’ of early childhood experiences. At this stage we should be widening the violence agenda rather than prematurely narrowing down.





City Council Meeting

Inquiry of the Co-ordinating O&S Committee

1 Purpose

- 1.1 One of the recommendations in the Review of Scrutiny, agreed by City Council in March 2018, was that an inquiry into the role and purpose of the full City Council meeting was held. The Co-ordinating agreed to undertake this inquiry at its last meeting and to review the arrangements for City Council meetings.
- 1.2 A draft terms of reference are appended for the Committee to agree (Appendix 1), which have several lines of enquiry:
 - Understand the statutory requirements and responsibilities of full Council and its role in decision-making in the council;
 - Review Standing Orders to ensure they are fit for purpose;
 - Consider whether the agenda items properly reflect the responsibilities of the council at all levels – from regional to local level;
 - Review the operation of the meetings – the timings, the formalities and use of technology – to ensure it is fit for purpose;
 - Explore the role of Council Business Management Committee (CBM) in supporting Council in non-Executive functions;
 - Explore the role City Council plays in local democracy and public engagement.
- 1.3 This note sets out some background information and key questions for each area.

2 Previous Reviews of the City Council Process

- 2.1 The note below includes some findings from previous inquiries and from a recent officer review of the processes associated with the City Council meeting.
- 2.2 In 2005, the Co-ordinating O&S Committee conducted a review of the Role of Members and the Full Council. The report can be found at:
https://www.birmingham.gov.uk/downloads/file/507/role_of_members_at_full_council_scrutiny_report_april_2005pdf .
- 2.3 Those recommendations were implemented but there have been subsequent further changes, such as the removal of Cabinet Member reports and the addition of public questions.
- 2.4 In 2014, the Governance, Resources and Customer Services O&S Committee considered the issue of petitions to the full council and the agenda was subsequently amended.



- 2.5 In 2016, the Corporate Resources O&S Committee looked at the arrangements for City Council meetings and put forward a list of suggested actions for the Leader and CBM to consider. This inquiry included a survey of all members on City Council agenda items and timings of the meeting (17 members responded).
- 2.6 In 2018, officers in Democratic Services undertook a review of the officer processes associated with the City council meeting. Improvements have been identified to make the administration more efficient. Some of the findings from this review are pertinent to this inquiry, and so are set out below.

3 Key Lines of Enquiry

- 3.1 The terms of reference set out six lines of enquiry

Understand the statutory requirements and responsibilities of full Council and its role in decision-making in the council

- 3.2 Following the passing of the Local Government Act 2000, the role of the full City Council meeting changed significantly. Birmingham City Council operates executive arrangements (as under section 11 of the Local Government Act 2000 as amended by the Localism Act 2011). The 2000 Act set out the separate functions that are the responsibility of either the Council or the Executive/Cabinet. Most functions and decisions were made the responsibility of the Executive (the Cabinet). Full Council now makes decisions about the overall strategic policies of the Council (known as the Budget and Policy Framework) and sets the budget, delegating matters such as licensing, planning, pensions, audit, treasury management, and staffing. The City Council also elects the Leader of the Council.
- 3.3 There have been a number of changes to the agendas of City Council meetings since 2000 (see previous scrutiny inquiries detailed above). Most recently, moves have been made to strengthen the policy role of the City Council meeting. The Constitution was amended last year, to give members the opportunity to propose items via CBM. A forward plan is now regularly received and updated by CBM (the latest version is set out in Appendix 2). This plan is discussed at Council Management Team meetings, and officers work closely with colleagues in policy to identify potential items for City Council consideration. Members may wish to consider any further moves to strengthen this role, within the remit of council functions.
- 3.4 The Constitution sets out the role of the City Council meeting. The Constitution is currently being reviewed, and the findings from this inquiry will inform that review.

Review Standing Orders to ensure they are fit for purpose

- 3.5 Standing Orders, contained in the Constitution, set out the conduct, length and timing of the meeting, along with rules for submitting notices of motions, amendments, petitions and oral questions.



- 3.6 Members are asked to review these to ensure they are fit for purpose. Some of this may be about the appropriateness of the deadlines (see below) but it is also about ensure the right debates are being had at the meeting. One area to consider is that of motions for debate. Standing Orders state that these need to relate back to the policy framework – is that sufficient? Are motions reflecting the key issues facing the City Council? Should other guidance for motions be considered?
- 3.7 The survey conducted in 2016 found unanimous agreement on retaining motions for debate; however there were a number of comments which focused on the time available for this item, the content of motions and the style of debate. The report asked for “That standing orders are reviewed to ensure the relevancy of motions to City Council business; and to ensure a better fit of time to the number of motions so as to allow for more in-depth debate”.

Consider whether the agenda items properly reflect the responsibilities of the council at all levels – from regional to local level

- 3.8 Currently there is no set prescription for members representing the Council on other bodies to report back to the City Council (unlike other local authorities – see Appendix 3). This was considered as part of the 2016 review and there was support for debates on matters relating to key partnerships (e.g. Combined Authority, Health and Wellbeing Board) and also to invite key partners (e.g. the Police and Crime Commissioner).
- 3.9 It was suggested that that reports from external bodies / partners are considered – particularly those that have a direct influence on the City Council (Combined Authority, Police and Crime Commissioner).

Review the operation of the meetings – the timings, the formalities and use of technology – to ensure it is fit for purpose;

- 3.10 Standing orders are prescriptive about timings, which means there is a requirement to move a motion every meeting to vary the timings – could a simpler approach be adopted (e.g. more flexibility within Standing orders, or delegation to CBM to move?)
- 3.11 Timings of submission of motions and of amendments to motions are very tight in line with the meeting itself. Members are asked to consider the impact of changing those deadlines and any consequences of submitting late (i.e. should amendments submitted past the deadline not be accepted?)
- 3.12 Written questions are also on a tight timescale. Members are also asked to consider how written questions should best operate, including the format, timing and presentation. A suggestion received during the officer review of the administrative process was that there should be a searchable database of questions and answers for both members and the public to use.
- 3.13 Technology supporting the meeting also needs to be considered. The equipment (cameras, microphones, voting machine) in the Council Chamber is now some years old and due for renewal. Members are asked to advise on what any new technology should achieve in order to shape any future procurement exercise.



Explore the role of Council Business Management Committee in supporting Council in non-Executive functions

- 3.14 A number of the non-executive functions that sit with City Council are delegated to Council Business Management Committee (CBM). The terms of reference for the committee are also set out in the Constitution.

Explore the role City Council plays in local democracy and public engagement.

- 3.15 Members are also asked to explore how the City Council involves citizens and contributes to the wider agenda of the City Council. Is there more of a role citizens could play, or are there better ways to get positive engagement (i.e. outside the Council meeting). Could meetings be better shaped to allow councillors to reflect ward issues?
- 3.16 Questions from members of the public were introduced in 2012. The 2016 Scrutiny Inquiry suggested that alternatives to public questions were considered – in particular regular webcasts whereby people can come into the Council House or participate on-line. If these are to replace public questions, then they should be held monthly.

4 Core City Comparisons

- 4.1 Appendix 3 contains examples of city council agendas from the other seven Core Cities.

5 Next Steps

- 5.1 Members are asked to
- agree the terms of reference;
 - consider what other forms of evidence gathering members wish to undertake (e.g. invited contributions, survey of members?)
 - discuss possible recommendations.

Contact Officers:

Emma Williamson, Head of Scrutiny Services (0121 464 6870)



Appendix 1: Work Outline DRAFT

City Council Meeting

Co-ordinating Overview and Scrutiny Committee

Our key question:	How can the full Council meeting better engage both members and citizens in local democracy and robust decision-making?
1. How is O&S adding value through this work?	Following the recent changes to the Constitution (including changes to the policy framework and the number of Scrutiny Committees) and an officer review of city council processes; a review of the purpose and content of the monthly full City Council meeting is needed to ensure it meets the needs of members and citizens, as well as promoting good decision-making.
2. What needs to be done?	Members will need to: <ul style="list-style-type: none">• Understand the statutory requirements and responsibilities of full Council and its role in decision-making in the council;• Review Standing Orders to ensure they are fit for purpose;• Consider whether the agenda items properly reflect the responsibilities of the council at all levels – from regional to local level;• Review the operation of the meetings – the timings, the formalities and use of technology – to ensure it is fit for purpose;• Explore the role of Council Business Management Committee in supporting Council in non-Executive functions;• Explore the role City Council plays in local democracy and public engagement.
3. What timescale do we propose to do this in?	The outline timetable is: <ul style="list-style-type: none">• Research, including visits to other local authorities if required: November/December 2018;• Evidence gathering session: November/December 2018• The date a draft report is discussed by the Committee: February/March 2018• The date of the City Council meeting: April 2018
4. What outcomes are we looking to achieve?	A report with recommendations to Council Business Management Committee to improve the City Council meeting.

Member / Officer Leads

Lead Member:	Cllr John Cotton
Lead Officer:	Emma Williamson



CITY COUNCIL FORWARD PLAN 2018/19 – October 2018

To include:

- Policy framework plans
- Executive and Scrutiny reports
- Appointments
- City Council Resolutions Tracker (Appendix 1)

CBM	
25 June 2018	Recommendation to amend the Members' Allowance Scheme
	Petitions Update
28 August 2018	Recommendation to appoint co-opted members – Independent Remuneration Panel (Contact: Emma Williamson, Head of Scrutiny Services)
	Overseas Travel and Inward Delegations From Abroad
	Petitions Update
	Discontinuing paper agendas
22 October 2018	Overseas Travel and Inward Delegations From Abroad
19 November 2018	Lord Mayoralty Formula (for next three years)

City Council	
10 July 2018	Amendments to the Members' Allowance Scheme
	Scrutiny Annual Report 2017/18
11 September 2018	Section 24 Auditors Report in relation to the Council's 2017/18 accounts (Contact: Martin Stevens, Head Of City Finance Accounts)
	Bordesley Park Area Action Plan – proposed submission to the Secretary of State
	<i>Overview and Scrutiny: Sustainability & Transport O&S Committee – Flooding: Issues arising from May 2018</i> (Contact: Rose Kiely, Group O&S Manager)
6 November 2018	Sustainability and Transformation Plan (contact: Suman McCartney)
4 December 2018	<i>Policy Framework: Community Cohesion Strategy</i> (contact: Suwinder Bains, Partnership Manager)
	Women and Democracy report (contact: Amerdip Kaur, Senior Policy Officer to the CEX)
	Gambling Act 2005 – Statement of Licensing Principles (contact: Shawn Woodcock, Licencing Operations Manager) [may move to January]

CBM	
17 December 2018	Petitions Update
21 January 2019	Overseas Travel and Inward Delegations From Abroad
11 February 2019	Provisional City Council and CBM dates for 2019/20
18 March 2019	Annual Report of the Independent Remuneration Panel (Contact: Emma Williamson, Head of Scrutiny Services)
	Annual Standards Committee Report (Contact: Rob Connelly, Interim Assistant Director, Governance)
	Petitions Update
7 May 2019	Proportionality
	City Council Appointments
	Annual Review of the City Council's Constitution
	Overseas Travel and Inward Delegations From Abroad
(tbc) May 2019	Appointment of Sub-Committee and Other Bodies - Personnel Appeals Committee
	Order of Notices of Motion at City Council

Four Yearly or ad-hoc items:

Appointment to the Roll of Honorary Alderman
Appointment of the Leader

City Council	
15 January 2019	Review of Birmingham's Council Tax Support Scheme 2018/19 (contact: David Kinnair, Head of Benefits)
	Review of the Constitution (contact: Robert Connelly, Interim AD Governance)
5 February 2019	
26 February 2019	Council Plan and Budget 2019+ including pay policy statement
2 April 2019	Annual Report of the Independent Remuneration Panel
21 May 2019	Annual General Meeting <ul style="list-style-type: none"> • Election of Lord Mayor • Annual appointments • Annual review of the Constitution
(tbc) June 2019	

Items to be scheduled / proposed:

Municipal Waste Strategy
Impact of Brexit on Birmingham

Appendix 1: City Council Resolutions – Tracker

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
	12 September 2017	<i>Motion for Debate:</i> that the City Council “support a campaign in the following terms: Stopped for more than a minute! Don't be an idler, switch off your engine when stationary, loading or waiting at the roadside. Do the right thing, help to make Birmingham greener, save lives and put a stop to idling engines and atmospheric pollution”	Cabinet Member, Transport and Environment / Waheed Nazir, Corporate Director, Economy	COMPLETED: There is a “Clean Air Campaigns” project included as part of the Brum Breathes Behaviour Change sub-programme, which will include action around No Idling. Initial proposals are for this to be a social media messaging campaign directing people to Clean Air Day resources e.g. https://www.cleanairday.org.uk/noidling , As part of the Clean Air Strategy we see this as more something that we would encourage other groups to do if they wanted to, rather than delivering something specific ourselves. [October update]

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
1b	12 June 2018	<i>Motion for Debate:</i> council would support school expansion where it meets the requirement for additional places; and calls for re-direction of government funding for emotional, mental health and special educational needs support for those who need it most	Cabinet Member, Education, Skills & Culture / Corporate Director, Children's Services	<p>Council Officers are undertaking work looking at the existing school estate, and assessing provision against future demand/need. This is very much a work in progress but will underpin a new school estate approach, linked to the Council's developing Property Strategy.</p> <p>The High Needs Block that provides funding for students with SEND is under severe pressure nationally and the Council is working with the Schools Forum to understand how the limited funding available can be better used to support children with SEND. However, the funding is not matching rising demand.</p> <p>Work is also underway to assess what places are required to respond to the specific needs of children, and rising demand for support related to Social, Emotional and Mental health and Autism.</p> <p>Officers will be returning to Scrutiny in September with details of sufficiency planning. [August update]</p>

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
1c	12 June 2018	<p><i>Motion for Debate:</i> response to flooding including</p> <ul style="list-style-type: none"> an investigation into the flooding under Section 19 of the Flood and Water Management Act 2010; and Overview and Scrutiny to carry out a complementary investigation into the flood of May 2018 and to return to City Council 	<p>Cabinet Member, Transport & Environment / Corporate Director, Place</p> <p>Sustainability & Transport O&S Committee /Head of Scrutiny Services</p>	<p>The Section 19 report will develop as responses to the questionnaire¹ are received and any mitigation actions to prevent further flooding will be taken or progressed as necessary as information becomes available. It is likely (given previous examples) that the final version of the Section 19 report relating to this incident will be available by Spring 2019 [August update]</p> <p>COMPLETED: Sustainability & Transport O&S Committee held evidence gathering in July 2018 and report to City Council presented September 2018. [October update]</p>
1d	12 June 2018	<p><i>Motion for Debate:</i> calls on the government to amend the EBacc to include at least one arts and creative subject; asks the Learning, Culture and Physical Activity Overview and Scrutiny Committee to investigate the potential contribution of technical and vocational education at this stage of learning</p>	<p>Cabinet Member, Education, Skills & Culture / Corporate Director, Children's Services</p>	<p>Discussed at Learning, Culture & Physical Activity O&S on 25 July. Further paper to be brought to Scrutiny Committee later in the year, with more subject analysis related to non-EBACC subjects. [August update]</p>

¹ A key element in the production of the Section 19 report is to send questionnaires to locations where flooding might have occurred. Over 1800 properties have been identified to receive questionnaires regarding whether flooding occurred at to the property on 27th May. This figure is significantly above the number of properties known to have flooded as the process of identifying potential flooding locations involves seeking information from properties immediately around those known flooded locations. Currently over 1700 properties have been contacted to obtain information from the property owners, tenants, etc.

Where potential mitigation measures are being identified in the collection of this information we are seeking to deliver “quick wins” and immediate works as the issues are identified. As an example, on the River Cole working in partnership with The Environment Agency the river has been cleared of debris, in addition to cutting back overhanging vegetation and removing significant obstruction which could impede flows. These actions were mobilised 3 weeks ago.

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
2b	10 July 2018	<i>Motion for Debate:</i> resolves to help food banks across the city highlight the growing concerns and calls on the Government to recognise that it has a moral and practical duty to protect people from poverty and to provide a safety net... the council calls upon the Government to provide local government with the resources to deal with this crisis	Cabinet Member for Social Inclusion, Community Safety and Equality / Corporate Director, Place	Taking action forward through the Birmingham Financial Inclusion Partnership and meeting arranged with Food bank partners and wider food provision in the city for 17 October [October update]
2c	10 July 2018	<i>Motion for Debate:</i> a working group to review, identify and address issues they face and help make Birmingham City Council an exemplar parent friendly employer, including reviewing staff parental leave policy. This review should explore bringing maternity pay (including shared parental leave) at least into line with the 6 months full pay now offered to non-SRA councillors and be completed in time for the 2018/19 budget process.	Cabinet Member for Finance and Resources / Director of HR	Benchmarking with other Local Authorities and Public Sector organisations has taken place. A review of all family friendly policies is being carried out and a cost benefit analysis to establish the potential costs and budget pressure that will be incurred in increasing maternity/shared parental leave benefits. An options appraisal will then be put forward. [August update]
3a	11 September 2018	That approval be given to the necessary changes to the City Council's Constitution as indicated in the appendices to the report (as amended in the forgoing preamble) and that the City Solicitor be authorised to implement the changes with immediate effect	City Solicitor	COMPLETED: revised Constitution uploaded 13 th September 2018 [October update]
3b	11 September 2018	The Council accepts the statutory recommendation of Grant Thornton made under section 24 of the Audit and Accountability Act 2014 and the responses and actions set out in section 4 of this report	Cabinet Member Finance and Resources / Corporate Director Finance	COMPLETED: recommendations accepted; to be tracked through Co-ordinating and Resources O&S Committee and Audit Committee. [October update]

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
3c	11 September 2018	That the City Council approves the Bordesley Park Area Action Plan and accompanying Sustainability Appraisal and Consultation Statement for submission to the Secretary of State for Housing, Communities and Local Government in accordance with this report.	Leader / Corporate Director Economy	Submission to be made by end of October 2018 [October update]
3d	11 September 2018	That the report is noted, and discussion points are forwarded to the Sustainability and Transport Overview and Scrutiny Committee to feed into future work	Chair, Sustainability and Transport O&S Committee / City Solicitor	COMPLETED: update scheduled for March 2019 [October update]
3e	11 September 2018	<i>Motion for Debate:</i> calls for action at a city level so Birmingham makes a significant contribution to reducing disposal of plastics and cleaning up the environment / calls on the Executive to ask the Transport and Sustainability Overview and Scrutiny Committee to explore the opportunities and the options available to the City so it can become a Plastic Free City / asks the Executive to write to the Secretary of State for Environment, Food and Rural Affairs urging him to bring the United Kingdom into line with the European Union's 2030 target for phasing out single use plastics / commits to working with partners within the Combined Authority to develop a complimentary regional strategy on this issue to ensure greater collaboration and to leverage more support from Government for innovative schemes to help support the Government's own strategy to reduce plastic pollution	Chair, Sustainability and Transport O&S Committee / Kate Charlton, City Solicitor Cabinet Member Clean Streets, Waste and Recycling / Corporate Director Place	Scrutiny: Inquiry into plastic free city scheduled for January and February 2019, report to Council proposed April 2019. [October update]

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
3f	11 September 2018	<p><i>Motion for Debate:</i></p> <ul style="list-style-type: none"> • Work with partners to increase awareness of this vital issue across Birmingham. • Work with communities throughout the city to encourage people to join the NHS Organ Donor Register. • Encourage people to share their donation decision with their family and friends. • Lead by example by encouraging staff and members to have the conversation about organ donation and to register. • Look at international examples for what works well in terms of public education and other measures to improve organ donor rates and calls on Government to do the same as part of its work on this issue. 	Cabinet Member Health & Social Care / Becky Pollard, Interim Director of Public Health	<ul style="list-style-type: none"> • Draft Project plan has been developed • Establishing steering and executive group to measure and monitor the programme. • Two events have been organised for Birmingham City Council staff where they can check their blood type, and receive information on organ donor registration 24/10 and 25/10 Woodcock Street and Lancaster Circus. • Community champions for the programme are being identified. • Local BAME community television and radio channels have been identified to support the programme. • The project team is looking at ways to increase awareness of this vital issue across Birmingham including looking at applying behaviour change. • The project team is looking at ways to encourage people from different communities to join the NHS Organ Donor Register and share their donation decision with their family and friends. • Lead by example by encouraging staff and members to have the conversation about organ donation and to register. • Look at international examples for what works well in terms of public education and other measures to improve organ donor rates. <p>[October update]</p>

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
3g	11 September 2018	<p><i>Motion for Debate:</i></p> <ul style="list-style-type: none"> • Lobby Government to support our bid for mitigating measures from the National Clean Air Fund • Lobby Government to support wider measures to improve air quality, including investment in green infrastructure and public transport 	Cabinet Member Transport & Environment / Corporate Director Economy	<p>The Council submitted its CAZ Preferred Option Business Case to Government on 14th September 2018. This included the Council's proposals for measures to reduce the impact of the Clean Air Zone on individuals and businesses to be delivered from the Clean Air Fund. Officers are continuing to discuss these proposals with the Joint Air Quality Unit to maximise the likelihood of securing funding.</p> <p>Following the recent National Clean Air Summit in London organised by UK100 cities attended by the Cabinet Member for Transport & Environment, the City Council along with a number of other major local authorities including Manchester and London, will be signing a joint letter to the Chancellor of the Exchequer, Philip Hammond; Secretary of State for Environment, Michael Gove and Secretary of State for Transport; Chris Grayling which will use the Autumn Budget as an opportunity to highlight the gap between the available investment to support local action on air pollution and the scale of the public health crisis.</p>

Ref no	Date	Summary of Council Resolution	Lead Cabinet Member / officer	Update
				<p>We will also lobby Government to ensure that it delivers its commitment to include the key components of a Clean Air Bill in the proposed Clean Air and Environment Bill. It is essential that new powers are included in the new bill to enable local authorities to tackle all sources of pollution, including from construction, buildings, transport and wood-burning. The Council will continue to work with UK100 and other authorities to ensure that the Government also uses next years' Spending Review to provide the resources and additional funding which would provide a mechanism to effectively and quickly use any new powers and ensure ambitious action is taken forward.</p> <p>[October update]</p>

Summons to attend meeting of Full Council



Date: Tuesday, 11 September 2018

Time: 6.00 pm

Venue: Council Chamber, City Hall

To: All Members of Council

Members of the public attending meetings or taking part in Public forum are advised that all Full Council are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

Issued by: Ian Hird, Democratic Services

City Hall, PO Box 3167, Bristol, BS3 9FS

Tel: 0117 92 22384

E-mail: democratic.services@bristol.gov.uk

Date: 31 August 2018

www.bristol.gov.uk

Agenda

1. Welcome and safety information

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area between the side entrance of the cathedral and the roundabout at the Deanery Road end of the building.

(Page 21)

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Council Chamber. These exit to the rear of the building. The lifts are not to be used. Then please make your way to the assembly point at the front of the building. Please do not return to the building until instructed to do so by the fire warden(s).

2. Apologies for absence

3. Minutes of previous meeting - 17 July 2018 - to be confirmed as a correct record

(Pages 22 - 34)

4. Declarations of interest

To note any declarations of interest from the Mayor and councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declaration of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

5. Lord Mayor's business

6. Public forum (public petitions, statements and questions)

Please note: Up to 30 minutes is allowed for this item. Public forum items should be e-mailed to democratic.services@bristol.gov.uk

Public forum items can be about any matter the Council is responsible for



or which directly affects the city.

Please note that the following deadlines apply to this meeting:

a. Public petitions and statements: Petitions and written statements must be received by **12 noon on Monday 10 September 2018** at latest.

One written statement per member of the public is permitted.

b. Public questions: Written public questions must be received by **5.00 pm on Wednesday 5 September 2018** at latest.

A maximum of 2 questions per member of the public is permitted. Questions should be addressed to the Mayor or relevant Cabinet member.

7. Petitions notified by councillors

8. Petition debate - Ashton Court miniature railway

(Pages 35 - 36)

9. Appointment of Monitoring Officer, Electoral Registration Officer and Returning Officer

(Pages 37 - 41)

10. Motions

Note:

Under the Council's constitution, 30 minutes are available for the consideration of motions. In practice, this realistically means that there is usually only time for one, or possibly two/three motions to be considered. With the agreement of the Lord Mayor, motion 1 below will be considered at this meeting, and motions 2 and 3 may be considered, subject to time. Details of other motions submitted, (which, due to time constraints, are very unlikely to be considered at this meeting) are also set out for information.



1. CHANGE IN COUNCIL ENFORCEMENT POLICY TOWARDS ILLEGAL ENCAMPMENTS (CONSERVATIVE GROUP GOLDEN MOTION)

Motion to be moved by: Cllr John Goulandris, Conservative, Stoke Bishop ward

“This Council, together with most Bristolians, has become exasperated by the incursions of illegal traveller encampments on much loved green spaces around our city, including the Downs, Highridge Common and Horfield Common. As a result, hard-working, law-abiding, tax-paying Bristolians and their families were prevented this Summer from unfettered access to these vital public places. At the same time, the costly Council managed traveller transit camps, whose running expenses fall on Bristol council tax payers, were not fully utilised.

The costs of clearing up our green spaces, often after a lengthy illegal occupation, are high and the Council presently makes no effort to recoup these costs from the offending travellers themselves. Likewise, no attempt is made to recoup the legal fees of the court action required by Bristol City Council to evict these groups.

Many local authorities around the country appear to have found an extremely effective enforcement measure. For example, London boroughs have applied to the High Court for interim injunctions, which cover both named individuals and persons unknown from establishing unlawful sites across their whole administrative geographical area.

Council therefore urges the Mayor to investigate this as a matter of urgency with a view to adopting this approach in Bristol.

In addition, as political pressure continues to grow to find a permanent solution to this problem, some 59 Conservative MPs have backed a proposal to make acts of deliberate or intentional trespass onto private or public land a new criminal offence. This move would mirror the position recently adopted by Eire, which has proved very effective in reducing illegal traveller incursions.

Council calls on the Mayor to add his support to this initiative by writing to the Prime Minister, Theresa May and the Secretary of State for Housing, Communities & Local Government, James Brokenshire MP and requesting that sufficient Parliamentary time is made available to enable this long overdue legislative change to take place.”

2. SEND

Motion submitted by: Cllr Tim Kent, Liberal Democrat, Hengrove and Whitchurch Park ward

“Council notes that the Mayor decided to propose cuts of £5m to the Special Educational Needs and Disabilities High Needs Block budget in



January (referenced as a Deficit Recovery Programme) and regret that this extraordinary reduction in funding for children that need additional support was not fully included in the budget papers for February Full Council.

Council notes that a judicial review brought by some parents of SEND children and those children themselves was heard on 24th July in the High Court. His Honour Judge Cotter gave his judgement on 3rd August. In this judgement he found that Bristol City Council had acted unlawfully in setting its budget and found against the Council on each and every ground brought by the parents and children.

Council notes that the judges found that the council had breached the Children's and Families Act 2014. That no consultation was undertaken, that no Equality Impact Assessment was carried out and that no regard at all was given to children when making this decision.

Council notes with grave concern that at the July Full Council meeting, where a motion on SEND was not allowed on the order paper, answers to questions revealed the council has failed to carry out its statutory responsibilities. Questions to the Mayor revealed that of 136 appeals regarding Education Health Care Plan (as per the Children and Families Act) only 9 were upheld in the councils favour by the 1st tier tribunal.

Council notes that in those answers the Mayor admitted that until August 2017 Bristol City Council was failing to use the legal test as specified in the Children's and Families Act 2014. Council notes that between 2016-17 464 children had been refused assessment and at a 49% refusal rate the authority has one of the highest refusal rates to assess in the country. Only 1 in 10 of parents appealed the decision during a period when the council admits it was not using a lawful test.

Council notes with grave concern that the SEND department struggles to meet demands for assessment at the moment and often finds itself legally challenged following incorrect and unlawful decisions around the education of very vulnerable children and young people.

Council notes that a SEND inspection by OFSTED and CQC is due in Bristol soon and of the 61 inspections 27 have failed and have been directed to write written statements of action.

Council notes that the Director for Education, Learning and Skills Improvement has stated that the outcomes for children with SEND in Bristol is poor.

Council believes that every child is entitled to an inclusive education where their needs will be met and they will have full access to the curriculum.



Council believes that currently Bristol is failing in its legal duty towards SEND children and recognises with grave concern that outcomes for children with SEND in Bristol are poor.

Council believes that SEND is underfunded by central government and asks all political groups on the council to lobby their Westminster parties to increase pressure for more funding in this area.

Council is concerned that the capacity of the SEND team is already unable to meet demand within legal deadlines.

Council welcomes the judgement of the High Court in quashing the excessive and unlawful cut to the High Needs Block.

Council welcomes the establishment of a Task and Finish Scrutiny Working Group to look at SEND within the city and ask they work with the Cabinet member to draw up an action plan to improve outcomes.

Council endorses the action of Cabinet Member Anna Keen in signing the recent letter to Government along with 38 other councils calling for more funding for SEND.

Council endorses the British Dyslexia Association definition of Dyslexia and pledges to engage with Dyslexia Awareness week (1st-7th October) and go green.

Council calls on the Cabinet to report to next Full Council with an action plan to restore funding to the High Needs Block with a new plan for deficit recovery that does not involve reductions to the High Needs Block. Council also calls on the Cabinet to develop an action plan that will greatly improve the outcomes for children with SEND in this city and recommend this be done over the year along with the Scrutiny Task and Finish Group and report back by January to Full Council."

3. EXPANSION OF BRISTOL INTERNATIONAL AIRPORT AND CLIMATE CHANGE

Motion submitted by: Cllr Carla Denyer

"Full Council notes:

1. The stage 2 consultation by Bristol Airport regarding a new Master Plan and Charter for Future Growth (which could cover the period up to the mid-2040s); and the further consultation which will be launched this winter.
2. That these proposals include a more-than-doubling of passenger numbers from the current figure of 8 million to 12 million in the next few years and then 20 million.



3. That the proposals include an aspiration to be carbon neutral by 2030 (printed next to a photograph of an aircraft engine, implying that emissions from flights would be included).¹
4. That upon investigation it was found that the Airport currently lacks any plan for how to achieve carbon neutrality, and has no intention to include emissions from flights in its target.²
5. That air travel remains the most climate-damaging form of travel, and significant expansion of air travel will therefore have a significant climate impact.
6. That such an increase will lead to an enormous increase in the number of journeys to get to the airport to meet the increased usage – a fact which in itself will lead to significant issues around congestion, pollution and infrastructure.
7. The commitment – in Bristol – to be carbon-neutral by 2050, and the Climate Change Act which requires an 80% cut in emissions across the UK.
8. The Joint Spatial Plan – which includes North Somerset and the geographical area covered by the airport– contains an explicit commitment to making a 50% cut in emissions by 2036.
9. The widespread concern that the expansion of Heathrow Airport which was supported by MPs on 25th June will make it even harder to meet the UK's commitments under the Climate Change act.³
10. That airport expansion, whether in Bristol or Heathrow, locks the UK into emissions increases.
11. That 47% of the UK population has flown in the last year, and this figure has been stable over the last 15 years. Most (31%) only make one or two trips per year. This means that 10% of the population makes about 60% of all flights, and these people are mainly from the highest income groups.⁴

Full Council believes that:

1. Airport expansion disproportionately benefits high income households while negatively affecting all households through climate change, air pollution and noise pollution.
2. The airport must conform to the commitment contained in the Joint Spatial Plan, and such a commitment must include emissions from the aircraft using it.

Full Council resolves to call on the Mayor to:

1. Pass on these views to the airport, North Somerset Council, the West of England Combined Authority, the Joint Committee; and
2. Respond directly to the consultations making the points above.”

Notes:

1. See page 19 of <https://static1.squarespace.com/static/59b6667ab7411c6d0214b1f3/t/5af5823e03ce6466ca11df4d/1526039116734/Stage+2+booklet+ELECTR>



[ONIC+FINAL.PDF](#)

2. See Appendix (next page) for copy of correspondence between Councillor Carla Denyer and the Bristol Airport Consultation Team.
3. The Committee on Climate Change found that the UK target of reducing emissions by 80 per cent below 1990 levels could be achieved only if emissions from the UK aviation industry do not exceed 37.5 million tons – the level seen in 2005. And yet, a report released by the Department for Transport has already revealed that aviation emissions will hit 43 million tons by 2030 if the Heathrow expansion goes ahead.
<https://www.independent.co.uk/infact/heathrow-airport-expansion-vote-third-runway-climate-change-chris-grayling-a8415881.html>
4. Calculated by David Banister based on the [National Travel Survey data](#) and the Civil Aviation Authority's [Air Passenger Surveys](#):
<https://theconversation.com/heathrows-third-runway-is-expensive-polluting-and-unequal-why-the-poor-will-lose-out-98781>

Appendix - copy of correspondence between Councillor Carla Denyer and the Bristol Airport Consultation Team

Dear Cllr Denyer,

Carbon neutrality is a stretching target but one we believe can be achieved in the timescale we have set out. However, I should stress that emissions from flights are out of scope but will be addressed separately through an international agreement on a new global market-based measure to offset CO2 emissions.

We will be publishing a Sustainable Growth Strategy, encompassing an updated approach to carbon management, alongside our Draft Master Plan this winter. We would welcome your feedback on all aspects of the Sustainable Growth Strategy as part of consultation on the Draft Master Plan.

Thank you for flagging up the glitch with the auto response, which seems to have reverted to a previous version. We have now rectified this error.

Kind regards,

[name redacted]

From: Councillor Carla Denyer

Sent: 25 June 2018 14:14

To: [name and email address redacted]

Cc: Bristol Airport's Consultation Team <Future@bristolairport.com>

Subject: RE: Bristol Airport carbon neutral 2030 plan



Dear [name redacted]

I am surprised that you think you can completely decarbonise in 12 years without yet having a road map for it, while expanding the airport.

Please can you point me at where I can find the existing carbon management plan?

By the way, are you aware of what it says in the autoreply from the future@bristolairport.com email address? See attached. Even though it is the email address published on the consultation pages for the current consultation, the autoreply tells the recipient that the consultation is closed. I think it needs updating.

Best wishes,

Carla Denyer
Councillor for Clifton Down
cllr.carla.denyer@bristol.gov.uk
07469 413306

Please click [here](#) for a copy of my privacy notice that sets out how the data you have sent me will be processed and stored.

From: [name and email address redacted]
Sent: 25 June 2018 13:30
To: Councillor Carla Denyer
Cc: Bristol Airport's Consultation Team
Subject: RE: Bristol Airport carbon neutral 2030 plan

Dear Cllr Denyer,

Thank you for taking the time to contact us.

The airport does have a carbon management plan, as required as part of the ACI Carbon Accreditation process which we are actively involved in (we are seeking approval for Stage 2: Reduction certification imminently).

Our ambition to be carbon neutral by 2030 is a medium term goal and as such we will be providing an updated carbon management plan in due course detailing a road map to reach this status by 2030.

I do hope this adequately answers your query and please don't hesitate to contact me if I can be of any further assistance.

Thanks

[name redacted]

From: Councillor Carla Denyer [<mailto:Cllr.carla.denyer@bristol.gov.uk>]



Sent: 25 June 2018 12:01
To: Bristol Airport's Consultation Team
Subject: Bristol Airport carbon neutral 2030 plan
Importance: High

Dear Bristol Airport consultation team,

I am reading through your consultation and am very interested by your ambition to be carbon neutral by 2030.

Given how soon that is, I assume you have a detailed plan already in place for how to achieve it. However, I have had a look on your website, plus on <http://www.airportcarbonaccreditation.org> and <http://www.airportco2.org>, and cannot find any details. Please could you direct me to where I can find such a plan?

As the consultation closes soon, I would be grateful if you could get back to me in the next day or two.

Many thanks,

Carla Denyer
Councillor for Clifton Down
cllr.carla.denyer@bristol.gov.uk
07469 413306

Please click [here](#) for a copy of my privacy notice that sets out how the data you have sent me will be processed and stored.

Details of other motions submitted (which, due to time constraints, are very unlikely to be considered at this meeting) are set out below for information:

4. NO VEHICLE IDLING ZONES

Motion submitted by: Cllr Mark Wright, Liberal Democrat, Hotwells & Harbourside ward

“This Council Notes:

1. Bristol, like many authorities, has area of poor air quality and that pollutants in the air can exceed safe limit set by both the *European Union* and *World Health Organisation*.
2. Air pollution in Bristol has a massive impact on the health of our citizens. In the young and most health-vulnerable it can cause permanent lung damage, and in older people it exacerbates lung and heart diseases. In Bristol this equates to approximately 300 extra deaths each year.



3. A very welcome Clean Air Zone is currently in the planning stages as part of the city's Clean Air Action Plan - which will in future alter journey routes and vehicle purchases, but likely won't affect driving style. Implementation of the Clean Air Zone is some years away.

4. The *National Institute for Health and Care Excellence* (NICE) and *Public Health England* (PHE) produced new guidance last year that recommended "no vehicle idling" areas in places where health-vulnerable people collect, such as outside schools, hospitals and care homes, and in areas where exposure to road-traffic-related air pollution is high.

This Council resolves to support and asks the Mayor to implement:

1. Introduce, by the end of 2019 an enforceable "no vehicle idling" zone outside every school, and in every park in the city - with at least four pilot zones of each by spring 2019.
2. Where practical, to extend the number of "no vehicle idling" zones to cover areas outside children's play areas where standing traffic is an issue.
3. Work with our NHS partners, to look at extending "no vehicle idling" zones outside medical buildings, in hospital pick-up areas, and outside care homes.
4. Use the experience of the pilot zones to determine whether these measures should be implemented via enforceable enhancements to existing Council policies, or via a new by-law."

Guidance proposes 'no vehicle idling' zones to tackle air pollution

<https://www.localgov.co.uk/Guidance-proposes-%E2%80%98no-vehicle-idling%E2%80%99-zones-to-tackle-air-pollution/43337>

Air pollution: outdoor air quality and health

<https://www.nice.org.uk/guidance/ng70>

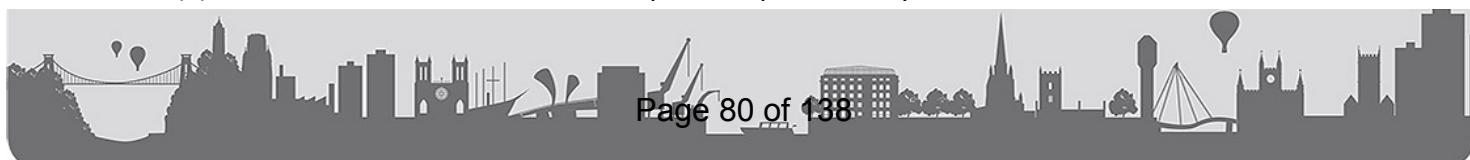
5. SUPPORTING LOCAL SHOPS

Motion submitted by: Cllr Graham Morris, Conservative, Stockwood ward

"Council has growing concern over the future vibrancy of many of Bristol's high streets.

Nationally, one study found that we are losing 16 shops per day through closure with an estimated 50,000 jobs lost or expected to go between January and June in this year alone. Some of the latest casualties include such well-known retail chains as Toys-R-Us and Maplin.

This is due to a 'perfect storm' of many contributing factors including (i) spiralling rents; (ii) rising business rates; (iii) increased labour costs; (iv) declining foot-fall; and (v) the choice, convenience and competition provided by the



internet.

With local authorities more dependent than ever before on retention of business rates to balance their budgets, Council believes it is essential that more is done to support struggling small businesses in secondary or satellite retail areas around the city.

To this end, Council calls on the Mayor to allocate resources from his capital budget to actually invest in these precincts to make them more attractive places to visit. As one designer has put it, these destinations need to become 'galleries of experience' to draw people to them.

Consequently, consideration needs to be given to changing the city's parking strategy/priorities, more free short-term parking provided at these locations, and improved CCTV coverage to increase public safety.

Council requests that a report be prepared for Scrutiny which outlines the existing options available for providing temporary business rate relief on particularly hard-pressed retailers. Finally, following the outcome of such a review, the Mayor is asked to lobby Ministers for root-and-branch reform of the Business Rates system (which is based on rateable values and ignores important factors such as profit and turnover), to bring it up to date with current economic conditions and in order to save UK retailing."

6. TRIAL OF RECYCLED PLASTICS FOR BRISTOL ROADS

Motion submitted by: Cllr Claire Hiscott, Conservative, Horfield ward

"Council notes with great interest the innovative road surfacing experiment currently being trialled in London which utilises recycled plastics.

In 2016, Cumbria County Council became the first authority in the country to use this material on its roads. It was found to be an affordable, more environmentally friendly alternative repair resource to address their road repair problems. For their project, resurfacing the A7 in Carlisle, the volume of plastic applied was equivalent to 500,000 plastic bottles and more than 800,000 one-use plastic carrier bags.

Council understands that many benefits are derived from these 'plastic roads' which can be constructed entirely out of recycled plastic or as a composite mix with traditional mineral aggregates and asphalt. For example, as well as obviously reducing resort to landfill, it uses a material which is plentiful, cost effective, easy to apply and proven durability.

With the LGA estimating it will cost around £11.8 billion to bring the nation's roads up to standard, any viable cheap alternative must be



considered by cash-strapped authorities.

Accordingly, in order to better evaluate these claims, Council calls on the Mayor to commission a detailed report on this subject for scrutiny members, with particular attention given to the Enfield project and special consideration given to conducting our own trial(s) here in Bristol.

Any such local study should also seek to identify those component combinations which maximise surface noise reduction.

No doubt, the bad Winter weather took a heavy toll on the city's road network. So, it would seem to be especially timely to try out these plastic formulations as a repair solution at the earliest possible opportunity."

7. WIDENING RECOVERY OF POSSESSION OF A DWELLING FOR ANTI-SOCIAL BEHAVIOUR

Motion submitted by: Cllr Richard Eddy, Conservative, Bishopsworth ward

"Council notes with interest the recent suggestion by the Parliamentary Under-Secretary of State for Crime, Safeguarding & Vulnerability that families of gang members should run the risk of eviction from their rented accommodation.

This followed reports that a trial in north London involving the threat of this power (under the Anti-social Behaviour, Crime & Policing Act 2014) has proven to be a 'particularly effective strategy in changing ...behaviour'.

For decades, there are communities in our city whose lives have been blighted by the blatant criminality and really serious offending of a persistent minority. All too often these individuals seem to act with impunity - beyond the reach of law or civil consequences. This has to stop and new solutions to this problem sought and embraced.

Despite criticism levelled at this sanction, there are practical safeguards in its application. For example, the London scheme is part of an Integrated Gangs Strategy, involving multi-agency intervention, the willingness to engage in the process, a high threshold for repossession and is evidence based.

Accordingly, Council calls on the Mayor to investigate the potential for adopting a similar approach to the worst offenders in our midst – and their kin - who occupy social housing in Bristol. It is Council's belief that this particular jeopardy could have a powerful deterrent effect upon would-be and even hardened criminals."



8. BRISTOL SAFER DRUG CONSUMPTION ROOM AND HEROIN ASSISTED TREATMENT

Motion submitted by: Cllr Jude English, Green, Ashley ward

“Full Council notes that:

1. Drug related deaths in Bristol have significantly increased over the past four years, including a rise in deaths relating to the powerful painkiller fentanyl. Bristol also has the highest crack cocaine use across the country.
2. Sharing needles puts people at risk of catching Blood Borne Viruses, most prominently HIV, hepatitis C (HCV) and hepatitis B (HBV). In Bristol 66.4% of injecting drug users have Hepatitis C - well above the national average.
3. There is a widespread problem in Bristol with discarded needles and street drug use – impacting the public and business community.
4. Street drug use and the resulting impacts have major cost implications for policing, public health, businesses and a range of council services.
5. The government's expert advisory group - the Advisory Council on the Misuse of Drugs (ACMD) - has called for both Safer Drug Consumption Rooms (DCR) and Heroin Assisted Treatment (where heroin is prescribed in a clinic). They note that the evidence demonstrates that these interventions reduce death rates, blood borne disease infections and other health problems, hospital stays, emergency call-outs, discarded drug litter, and street drug use. They also improve engagement and retention in treatment for otherwise difficult to reach vulnerable people, and do not lead to increased use.
6. In its response to the ACMD, the Government recognised there is evidence supporting: “the effectiveness of drug consumption rooms in addressing the problems of public nuisance associated with open drug scenes, and in reducing health risks for drug users.” and that; “It is for local areas in the UK to consider, with those responsible for law enforcement, how best to deliver services to meet their local population needs.”
7. Heroin Assisted Treatment is recommended for people for whom other forms of treatment have not worked, by Public Health England and in the Home Office Modern Crime Reduction Strategy. 44% of acquisitive crime is committed by dependent heroin users, and research from UK trials in Brighton, London and Darlington showed that Heroin Assisted Treatment can reduce acquisitive crime to pay for drug use by two-thirds. It can also cause a substantial fall in overall crime, and lead to a reduction in street dealing, and street sex work. It also reduces the profits organised criminals accrue from the heroin trade.
8. The ACMD and numerous cost-benefit analyses have concluded



that both Safer Drug Consumption Rooms and Heroin Assisted Treatment are cost effective. A business case carried out by the NHS in Glasgow in 2017 concluded a proposed facility there, combining both, would lead to millions of pounds worth of savings.

9. A range of public service budgets stand to benefit from the positive impacts of Safer Drug Consumption Rooms and Heroin Assisted Treatment - including policing, ambulance services, the wider NHS, council waste services etc. Long term funding for the proposed Glasgow facilities will be drawn proportionately from all these areas to ensure that all contribute and benefit fairly.

Full Council believes that:

1. Many of the most vulnerable people in Bristol are dying, while measures that have been shown to save both lives and money, and are recommended by the Government's expert advisers, have not been fully considered.
2. The evidence shows that Safer Drug Consumption Rooms and Heroin Assisted Treatment deliver significant health, social and economic benefits, not just to people who use drugs, but to the wider public and businesses. Implementing these measures has also been shown to deliver savings across health, crime and policing, business, parks and street cleaning, and other areas, that are substantially higher than the running costs. Therefore, on social and economic grounds, an assessment should be conducted as to the feasibility of delivering these measures in Bristol.

Full council resolves to ask the Mayor:

1. To publicly endorse the work of the Substance Misuse Team in carrying out a feasibility study in house to assess whether Heroin Assisted Treatment and/or a Safer Drug Consumption Room would have net benefits for Bristol as supported by Safer Bristol Executive at their meeting in January.
2. To ensure that this study draws on existing research to assess the likely impacts on: drug related deaths, street drug use, discarded drug litter, anti-social behaviour, health, crime etc. It should also indicate which budgets, both within the council and beyond, would make cost-savings - e.g. policing, emergency services, hospital admissions etc. This is to identify stakeholders who could be asked to contribute financially, to ensure fair, long term funding that benefits all those involved.
3. Most importantly, to commit to fully implementing the findings and recommendations of the feasibility study so that the people of Bristol benefit as soon as possible – especially our most vulnerable citizens."



9. CERTAINTY FOR UNIVERSAL CREDIT CLAIMANTS

Motion submitted by: Cllr Eleanor Combley, Green, Bishopston & Ashley Down ward

“Full Council notes that:

Households that move onto receiving Universal Credit will have a minimum 6 week delay (though many have reported more) before receiving any income after claiming, meaning that many people are likely to fall into rent arrears, fuel and food poverty.¹

Some landlords around the country have sent pre-emptive eviction notices to their tenants, telling them that if they fall into rent arrears because of the slowness of the universal credit system, they will be evicted.²

This means that tenants who may be moved onto universal credit are living in fear of losing their homes, even though their rent will eventually be paid.

The Full Service for Universal Credit is being introduced for all working age households making a new claim for benefit:

- in Bedminster, Bishopsworth and Temple Street Job Centre Plus areas from June 2018
- in Horfield and Shirehampton Job Centre Plus areas from September 2018
- in Kingswood Jobcentre Plus area from October 2018

Full Council believes that:

No-one should be losing their home through no fault of their own, because of the slowness or inefficiency of state systems.

If landlords are prepared to come out now and say that they won't evict anyone because of rent arrears caused by universal credit, that stress can be removed in an instant.

Full Council calls on the Mayor to make a pre-emptive commitment not to evict council tenants who fall into rent arrears when they are moved onto Universal Credit.

Further we call on all landlords in Bristol to follow the Council's example and make a similar commitment to their tenants, so that no tenant in Bristol needs to fear eviction because of a move onto Universal Credit.”

References:

1. <https://www.theguardian.com/society/2017/oct/26/universal-credit->



[six-week-wait-key-obstacle-to-its-success-mps-say](#)

2. <https://www.theguardian.com/society/2017/nov/15/landlord-threatens-mass-evictions-ahead-of-universal-credit-rollout>

10. CYCLE LANES

Motion submitted by: Cllr Charlie Bolton, Green, Southville ward

“Full Council notes:

- The plethora of designs, finishes and colours of the various cycle lanes in the city.
- The confusion this causes, especially in areas where cyclists and pedestrians are in close proximity – the current layout of the city centre being a case in point

Full Council believes:

A solution such as a single recognisable colour for cycle lanes would help make it obvious to all the distinction between areas where it is acceptable to cycle, and areas where it is not – something which would benefit all .

Council therefore calls on the Mayor:

To introduce a single colour scheme for all Bristol’s cycle lanes, or find another mechanism for differentiating between cycle lanes and pedestrian walkways, particularly in shared spaces across our city.”

11. SUPPORT FOR THE HUMAN RIGHTS ACT

Motion submitted by: Cllr Stephen Clarke

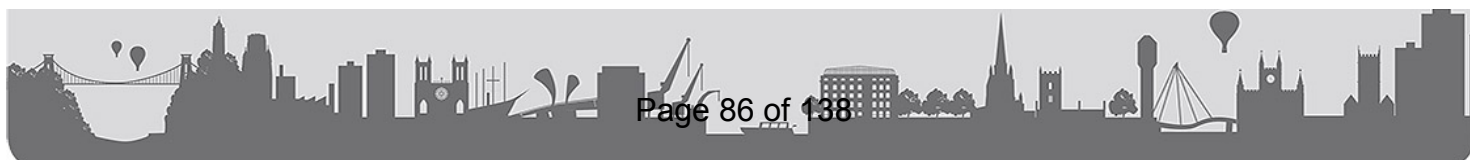
“Full Council notes:

- The positive impact that the Human Rights Act has had on the protection of the rights of individuals in the UK.
- The valuable guidance the Act provides for public authorities in ensuring policies are developed in line with international human rights standards.

Full Council believes:

- The UK should be proud of respecting the human rights of its citizens and should not be considering diluting their statutory protections at this time of increased threat to civil liberties.

Full Council resolves to call on the Mayor:



- To lobby the Government to retain the Act, the protections within it, and the UK's international obligations under the European Convention on Human Rights.

To request that the leader of the opposition publically voices support for the retention of the Human Rights Act in future negotiations or statements on Brexit.”

12. ACTION ON RESIDENTS PARKING

Motion submitted by: Cllr Fi Hance, Green, Redland ward

“Full Council notes:

1. That significant parking problems and associated dangers to the community are being experienced in numerous areas across the city, particularly those adjoining existing Resident Parking schemes.
2. Many local people have attended public meetings to voice their concerns and several resident led action groups have been set up to examine problems and potential solutions.
3. No support is available from the Highways department who are fully engaged in reviewing existing RPS schemes and reviewing 20mph for the foreseeable future.

Full Council believes that:

1. When residents ask for help from the council in this way they should be listened to, otherwise they will perceive any attempt at engagement as being meaningless.
2. Officers should be made available for community engagement before the current situation results in a serious accident resulting from poor parking management.
3. Residents cannot be expected to develop positive solutions without the expertise of experienced highways officers.

Full Council resolves to call on the Cabinet Member for Transport to:

1. Acknowledge the dangers that local communities are highlighting to their ward councillors which result from inadequate parking regulation.
2. Allocate resource to communicating and providing appropriate advice to affected communities in the City.
3. Explain to the local residents what is happening.
4. Refer the process for RPS extensions to the appropriate scrutiny function for review.”



13. PROMOTING CO-OPERATIVE IDEAS AND PRACTICES FOR THE BENEFIT OF RESIDENTS AND STAFF

Motion submitted by: Cllr Tom Brook, Bishopsworth and Ashley Down ward

“Full Council notes that:

Bristol, both within the City Council and in the wider city, is a proud hotbed of co-operative ideas and practices.

More can always be done to promote co-operative thinking within the City Council for the benefit of residents and staff alike.

The Co-operative Councils Innovation Network is a successful, long-running collaboration between local authorities who are committed to finding better ways of working for, and with, local people for the benefit of their local community.

The Mayor’s 2016 Manifesto included a pledge to join the Co-operative Councils Innovation Network

Full Council believes that:

Bristol City Council should continue to pursue and implement co-operative policies throughout all it does, and should promote co-operative practices to its partner organisations.

Joining the Co-operative Councils Innovation Network, putting co-operative policies into practice, and innovating alongside other like-minded authorities, are all ways that can help Bristol City Council to meet the challenges it faces of budget, social care pressures and other issues.

Full Council resolves:

That Bristol City Council should join the Co-operative Councils Innovation Network at the earliest opportunity.

To support the Mayor and council administration’s to incorporate more co-operative policies and practices within the council.

Ask the Mayor to, working with other cities such as Newcastle, Plymouth and Greater Manchester, promote co-operative thinking to other like-minded Local Authorities who may benefit from such policies.”



Signed



Quentin Baker
Proper Officer
31 August 2018



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 12th September, 2018 at 1.00 pm

Members of the Council are invited to attend and transact the following business:

- 1 Minutes of the last Meeting** 1 - 16

To approve the minutes of the Council Meeting held on 11th July 2018.
- 2 Declarations of Interest**

To receive any declarations of interest from Members
- 3 Communications**

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate.
- 4 Deputations**

To receive deputations in accordance with Council Procedure Rule 10.
- 5 Report on Scrutiny at Leeds City Council - Annual Report 2017/18** 17 - 32

To consider the report of the City Solicitor presenting the Scrutiny Boards Annual Report to Council, prepared in accordance with Article 6 of the Constitution.
- 6 Report - Community Committee Annual Report** 33 - 58

To consider the report of the Director of Communities and Environment bringing the Community Committees' Annual Report to the attention of council. It looks at progress made over the last twelve months, outlines the changes which have taken place during 2017 to 2018 and gives examples of some of the work the community committees have carried out within their communities to improve the lives of local people.

- 7 **Questions**
- To deal with questions in accordance with Council Procedure Rule 11.
- 8 **Minutes of the Health and Wellbeing Board and the Executive Board** 59 - 72
- To receive the minutes in accordance with Council Procedure Rule 2.2(i).
- 9 **Report on Devolution** 73 - 86
- To consider a report of the Chief Executive updating Members on matters related to the progress of Devolution and matters regarding the Leeds City Region LEP and the West Yorkshire Combined Authority.
- 10 **White Paper Motion (in the name of Councillor Cohen) - Education Standards** 87 - 88
- This Council believes that schools, teachers and pupils in Leeds are working hard to improve outcomes, and wishes to congratulate everyone who succeeded in their exams this year. However Council believes that there is a fundamental lack of ambition from the Council at a strategic level that is continuing to fail many young learners.
- At Key Stage 2 the percentage of pupils in Leeds reaching the expected standard in reading, writing and maths has improved, but the pace of change is painfully slow, leaving Leeds still lagging behind national averages across many groups and measures.
- Vulnerable learners in Leeds fare worse than their peers nationally. The attainment gap at Early Years between disadvantaged pupils in Leeds and non-disadvantaged pupils nationally was 26 percentage points in 2016 and 2017, whilst at Key Stage 2 the gap was even worse. SEN pupils in Leeds performed less well than SEN pupils nationally across all categories in 2016-17.
- Council acknowledges the challenges involved in improving performance, but believes that for too long this administration has neglected the education side of children's services. A Council aiming to be the best in the UK should be looking to exceed, not merely reach, national averages, yet a report card of the administration's efforts over the last 8 years would surely read "must try harder".
- This Council therefore calls on the Director of Children and Families to bring a report to Executive Board setting out the steps necessary to make urgent and sustained improvement to education standards at all levels in the city.

This Council notes with concern that according to recent research, eight million metric tonnes of plastic waste ends up in the world's oceans each year, endangering marine life, and the Ellen MacArthur Foundation estimates that by 2050 the weight of plastic in the oceans will exceed that of fish. There is also a growing understanding of the risks posed to human health by toxic chemicals present in plastics.

This Council, therefore, resolves to:

1. Phase out the use of single use plastics by this Council and its supply chain by the end of 2019, and ensure that any single use plastics still in use because of existing contracts have a definite end date for their use.
2. End the sale and provision of single use plastic products, such as bottles, cups, cutlery, drinking straws and food containers, in council buildings.
3. Investigate the possibility of requiring pop-up food and drink vendors at Council events to avoid single use plastics as a condition of their contract.
4. Work with tenants and operators in commercial properties owned by this Council to support the phasing out of single use plastic cups, bottles, cutlery, straws and food containers.
5. Work with event organisers to create policy in which single use disposable plastic cups and glasses are replaced at all city events with reusable or deposit scheme cups and glasses, and that single use plastic food containers are not provided.
6. Bring a report to the Executive Board within 6 months highlighting the progress made.

"This Council and everyone in Leeds remembers the devastating impact of the Storm Eva floods in Leeds over the Christmas period in 2015 and in particular the destruction caused to thousands of residential and business properties.

Council recalls commitments made at that time by Government Ministers to ensure delivery of Phase 2 of the Leeds Flood Alleviation scheme to prevent a repeat of the damage and misery caused by Storm Eva.

Council is therefore deeply concerned by a letter received from the Environment Agency rejecting the Council's proposed flood defence scheme and only offering to fund a lower cost scheme with a reduced level of protection that would not prevent a reoccurrence of the 2015 floods.

Council calls for the Secretary of State for the Environment, Food and Rural Affairs to meet Council representatives as soon as possible to ensure sufficient Government funding is provided to deliver Phase 2 of the Leeds Flood Alleviation scheme in its entirety to a 1 in 200 year standard.”



Tom Riordan
Chief Executive

Civic Hall
Leeds
LS1 1UR

Please note: this meeting may be filmed for live or subsequent broadcast via the City Council's website on the internet - at the start of the meeting the Lord Mayor will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council. Generally the public gallery is not filmed. However, by entering the Council Chamber and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding this, please contact the City Solicitor.

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the clerk.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.



Liverpool
City Council

CITY COUNCIL MEETING

TO: All Members of the City Council

DATE: Wednesday, 19 September 2018

TIME: 5.00 p.m.

VENUE: Council Chamber, Town Hall, High Street, Liverpool 1

AGENDA CONTACT OFFICER: Chris Walsh

Tel: 0151 233 0410

e-mail: chris.walsh@liverpool.gov.uk

Date of despatch: 11 September, 2018.

Tony Reeves
Chief Executive

City Council Meeting

Wednesday, 19 September 2018

AGENDA

1. Declarations of Interest
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To provide an opportunity for Members and Officers to declare any disclosable pecuniary or significant prejudicial interests, in which case the Member will need to leave the Chamber during consideration of the item.

2. Minutes of the Extraordinary City Council Meetings and City Council Meeting held on 18 July, 2018

(Pages 1 - 47)

PART ONE

**MAYOR OF LIVERPOOL – JOE ANDERSON
(EXECUTIVE)**

3. Public Question time/Petitions/Statements

To receive in accordance with the Standing Orders any questions/petitions/statements from members of the public.

Public questions/petitions/statements should be submitted to Democratic Services by 12.00noon on Friday 14th September, 2018, utilising the following options –

By email to – chris.walsh@liverpool.gov.uk

In writing to – Democratic Services,
Cunard Building,
Water Street,
Liverpool L3 1AH

4. Mayor of Liverpool Announcements and Updates

To receive any announcements and updates from the Elected Mayor.

PART TWO

COUNCIL

5. Review of Political Proportions and Allocation of Seats

To consider a report to review the proportions and allocations of seats following a change to the political composition of the City Council with effect from 10 September, 2018.

(Pages 48 - 52)

6. Changes in Committee Membership and Appointments to Bodies

Any changes in Committee membership or appointments to Outside Bodies to be reported to the Meeting.

7. Proposed New Hackney Carriage Byelaws

To consider a recommendation of the Licensing Committee held on 10th July, 2018 that the Byelaws with respect to Hackney Carriages Plying for Hire appended to the report be made by the City Solicitor, be placed on deposit for one month for public inspection and then submitted to the Secretary of State for Transport for confirmation following the giving of the statutory notice in accordance with Section 236 of the Local Government Act 1972.

(Pages 53 - 64)

MOTION FOR DEBATE SUBMITTED BY THE MAYOR OF LIVERPOOL
(a period of 30 minutes has been allocated for the debate)

8. Inclusive Growth by Mayor Joe Anderson, OBE

Council notes:

- Since 2010 Liverpool City Council, has faced severe and swingeing cuts in funding from central Government under the label of austerity, representing a loss of 64% of monies that used to be provided by Whitehall.
- The funding challenges continue, with the council currently in year 2 of a 3 year budget which includes a further reduction of £90m.
- National Government has stated that Revenue Support Grant, the mechanism by which local government is funded will cease by 2020, meaning that council services will rely on local taxation, Council Tax and Business Rates, for their funding. Social Care, on which Liverpool spends £240 million a year, continues to receive funding support from Central Government but on an ad-hoc basis with no clear long-term plan beyond 2020.
- The removal of funding by Central Government, initiated by the Lib Dems/Conservative Coalition Government, represent a fundamental ideological attack on the concept of how government institutions provide support to our citizens.

Council recognises that this situation is more than just a temporary reduction of our finances, but is instead a fundamental change to the way local government is financed and requires a new way of delivering our services, enhanced working with our partners and stakeholders, and a conversation with our citizens over priorities and how the Council can help the population of Liverpool achieve the City we want to live, work, learn and play in.

Council notes the publication of the Inclusive Growth Plan in March 2018, detailing a vision of ***A Strong and Growing City Built on Fairness.***

Council welcomes:

- Progress with the Invest To Earn strategy, making commercial investments to generate revenue streams which the council is able to spend on frontline investments
- The Transformation Plan, including the appointment of a new Chief Executive to lead an invigorated Management Team with a focus on permeating the principles behind the Inclusive Growth Plan through every service within the council.
- Significant progress on refreshing the City's key infrastructure and assets;

investing £250m on road repairs and renewals; making 8,000 new homes and the creation of Foundations as a new housing company to create the best housing provision to provide a fresh start for families; £6m in alleyways and entries to facilitate cleaner and safer collection of household waste from terraced streets.

- The Transformation Plan's focus on neighbourhoods, empowering residents and communities to play a more active role in improving their neighbourhoods and shaping their services. Local Liverpool Councillors will take a greater leadership role in their neighbourhoods to become more resilient and independent, providing high quality services in line with local priorities and helping communities take greater responsibility for, and control of, the things that really impact on their quality of life.
- The City's continued success in protecting facilities and services which vulnerable people and communities use and depend on, particularly success in keeping all Children's Centres, Leisure Centres, Libraries and Youth Centres open.

Council further welcomes the positive response from peer reviews by the LGA, particularly the confirmation that the financial management of the council is with the second lowest levels of borrowing of any Core City.

Council resolves to:

- Formally adopt and welcome the Inclusive Growth Plan, as a New Chapter in the future of Liverpool.
- Start a 'City Conversation' with the public about the future of our city, engaging to understand their expectations of council services, how they are delivered and how businesses, organisations and citizens can play their role. This initiative will be led by the Mayor and local Councillors, and will seek to develop a new deal setting out the shared roles and responsibilities between the Council, its partner agencies and residents. It will explore how we can make our services more responsive to the needs of local communities and how communities can be supported to do more for themselves. The conversation provides a real opportunity for radical thinking that could result in a fundamentally new relationship between citizens and local government, involving shared decision making, co-production and innovation in service delivery.
- Instruct the Chief Executive to write to the Secretary of State for Local Government inviting his department to look closely at Liverpool's finances, recognise the impact on vulnerable people and communities in the city and support the council on its transformation proposals, including the devolution of any powers and responsibilities which will make enable the empowerment of our citizens.

MOTIONS FOR DEBATE SUBMITTED BY MEMBERS
(a period of 20 minutes has been allocated for each debate)

<p>9. Pause, Review and Fix Universal Credit by Councillors Jane Corbett, Ian Byrne and Mayor Joe Anderson, OBE</p>
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Council is appalled at the Government's determination to continue the roll out of Universal Credit (UC) in its current form given the damage this policy is already having on the lives of thousands of Liverpool residents and millions of UK citizens.

Council, while continuing to be fully committed to support our most vulnerable citizens, is extremely concerned that, in the context of the 64% cut by Government to the Council's general budget, the numbers of Liverpool citizens affected by Universal Credit at the end of the roll out and 'planned migration' will be at least 55,000.

Council is angry that Government continues to deliberately ignore the worrying findings with respect to the negative impacts of Universal Credit. These findings, coming from respected bodies such as the National Audit Office, the Resolution Foundation, the Child Poverty Action Group, the Children's Society, the National Association of Citizens Advice Bureaux, and the Joseph Rowntree Foundation, show that this policy, in its current form, is fundamentally flawed, does not meet many of the policy's stated objectives, causes hardship and extreme poverty, and severely undermines the health and wellbeing of thousands of Liverpool residents and millions of UK citizens.

Council welcomes the Mayor of London's recent call to 'pause' the roll out of Universal Credit citing the 'significant threat of harm to vulnerable claimants of the 'managed migration' process' due to commence in the summer of next year.

Council, appalled by Government cutting the legal aid budget drastically and so refusing to ensure citizens impacted by the Universal Credit policy have access to justice, still a basic human right in this country, supports the sponsored legal aid walk in October organized by Liverpool Law Society's Access to Justice Committee.

Council welcomes the visit to the UK in November of Philip Alston, the UN Special Rapporteur on extreme poverty and human rights, and his statement that 'particularly in a rich country...the persistence of extreme poverty is a political choice made by those with power'

Council therefore requests the Chief Executive write to:

- Peter Schofield, Permanent Secretary, and Neil Couling, the Universal Credit Director General and Senior Responsible Owner at the Department for Work and Pensions, requesting them to use their various powers as set out in the Ministerial Code with immediate effect to 'pause' the roll out of

Universal Credit and advise the Government of the need for a full policy review;

- Esther McVey as Secretary of State for Work and Pensions requesting Universal Credit is 'paused' with immediate effect while a full review of the policy is carried out, the outcomes and recommendations of which to be reported to the relevant Government Select and Advisory Committees and bring proposed changes to the policy before Parliament for debate and decision;
- the Leaders of the 'Core Cities' and the Directly Elected Mayors in England asking them to consider this motion and request Government for Universal Credit to be paused with immediate effect, reviewed and fixed;
- Bishop Paul Bayes, Bishop of Liverpool, as joint Chair of the Citywide Strategy Group for Fairness and Tackling Poverty, asking he requests the House of Bishops in the House of Lords to consider this motion and use all the powers at their disposal to ensure Universal Credit is paused with immediate effect, reviewed and fixed; and

Philip Alston the UN Special Rapporteur on extreme poverty and human rights inviting him to Liverpool to see, first hand, the impact Universal Credit is having on the City and its people.

10. Cuts to Merseyside Fire and Rescue Service by Councillors Lindsey Melia, Barry Kushner and Ian Byrne

Council notes that between 2010 and 2020 Merseyside Fire and Rescue Service will have seen a 50% real terms funding cut, a 48% reduction in fire engines across Merseyside from 42 to 22 of which only 14 engines will be available for 24-hour 7-days-a-week response, and that the number of firefighters will have been reduced by 37% from 927 to 580. This significantly reduces the capacity of the service to respond to serious or simultaneous fires and other emergencies in the city. The blame for the reduction in capacity is a direct result of the cuts that the Conservative and Liberal Democrat Coalition Governments has imposed on the service since 2010.

Council further notes the recent dispute over the proposed night-time closure of the Liverpool City Centre fire station also highlights the anxiety of the public and Trade Unions over the current level of emergency cover.

Council is deeply concerned that fire engines throughout the immediate area are regularly unavailable and fire stations (including City Centre fire station) regularly closed due to insufficient staff. Council believes those fire engines must be staffed as a priority utilising national agreements.

Council expresses its dismay and shock at news of the fire at the former Littlewoods building on Edge Lane, and wishes to place on record its thank staff and firefighters from the Merseyside Fire and Rescue Service, and Liverpool City Council who attended and controlled the major blaze over the night of Sunday 2nd September 2018.

Council also notes that the consultation that took place on the Integrated Risk Management Plan in 2016 predates the Manchester Arena bombing, the Grenfell Tower fire and the ACC Car Park fire on New Year's Eve 2017 and should be reviewed.

Council calls for the Mayor and the Chief Executive to raise concern with the Conservative Government that the cuts to the Merseyside Fire and Rescue Service means that the level of preventative work and the emergency cover is unacceptably low for a major city like Liverpool, and compromises the safety of our citizens and businesses.

Council therefore calls on the Conservative Government to impose a moratorium on the projected cuts to the Merseyside Fire and Rescue Service budget and to conduct an independent safety review of the current level of preventative and emergency cover in order to safeguard the citizens of Liverpool.

11. Universal Basic Income Pilot by Councillors Ann O'Byrne, Ian Byrne and Patrick Hurley
--

Council notes the concept of a Universal Basic Income (UBI) where citizens are paid a non-means tested sum from the state to cover the basic cost of living. The amount is paid to all citizens, regardless of employment status, wealth, marital status or any other circumstance.

Council believes that UBI is an idea that **could** address challenges faced by new technologies, the changing world of work, the emergence of extreme poverty for many citizens and increasing wealth inequalities by:

- Rethinking how and why we work;
- Contributing to better working conditions;
- Ending artificial distinctions between paid and unpaid work, recognising the contribution of unpaid caring, for example; and
- Contributing to fewer working hours and a better distribution of jobs.

Council welcomes the recent announcement by Shadow Chancellor John McDonnell that a future Labour Government would bring in a pilot UBI scheme to test the idea and evaluate its operation.

Council therefore requests that the Mayor and Chief Executive writes to Government outlining this motion and asks that Liverpool is considered for any pilot UBI scheme introduced by a future Labour Government.

12. Academisation of Schools by Councillors Joann Kushner and Sharon Ross
--

This Council believes that the academisation of schools in the city is the wrong. It is the worst choice for children, the local community and for the City Council. The forced academisation of schools is the ideological decision of this

Conservative Government, as a move to take schools away from Local Authority influence, co-ordination and development, and a move to the privatisation of the school system.

There are now 6,999 academy schools in England and Wales. Over 60% of secondary schools are academies and 20% of primary schools are.

Academising schools, even those with an inadequate Ofsted Grade, is not the answer to school improvement. The Education Policy Institute report on academisation of schools in 2017 concluded that “academies are not a panacea for school improvement” and that “it is evident that the structure of the school is less meaningful to the outcomes of pupils, than what is happening within those schools.”

The Councils concern is that academising a school takes it away from the engagement of parents and the local community, as the school becomes subsumed into a Multi Academy management structure, and becomes just one school in a company that will have schools across more than one local authority area.

The Council believes that this makes it more difficult to co-ordinate the development of curriculum, workforce and resources across the city’s schools, and risks breaking up the family of schools approach that we have successfully developed in Liverpool.

The current arrangements for academising schools, also means that the assets of the building and land are transferred by lease out of the Council. According to the Department for Education’s annual accounts, the value of school land and buildings that had been transferred to academy trusts stood at £43.3 billion in the 2015/16 financial year.

This city has invested over £180 million in 22 school, of which 16 are newly built schools. The Council believes that it is unethical and unjustified for this investment to pass over to private or not for profit companies. The investment belongs to the city and its people, and that is how it should remain.

The most important concern to the Council is ensuring that schools benefit children and young people in the city, giving them the best foundation education for a successful adult life. The Council believes that this can only be achieved by:

- The full and active engagement of parents and the community in the life of the school, and in the Board of Governors;
- Council supported improvement of schools through the school improvement service;
- The Council co-ordinated development of schools across the city, to encourage collaboration, exchange of good practice and resources across all the schools in the city; and
- Continuing investment from the Council to improve all our schools in the city without fear that resources will be transferred out of the city’s control.

The Council therefore calls on the Secretary of State for Education to suspend

academy orders in the city, while the School Improvement Service and our newly appointed Director of Education works with schools to improve their performance, and calls on the Chief Executive to explore all options to maintain community involvement in our schools, including on the board of Governors, and resists attempts to transfer school land, buildings and resources that have been paid for by Liverpool City Council into a private academy trust.

13. Littering Enforcement Contract by Councillors Richard Kemp CBE and Malcolm Kelly

Council notes with concern that up to 30th June 2018, 33,629 fixed penalty notices were issued by Kingdom for littering and 93 fixed penalty notices were issued for dog fouling by Kingdom but only 4 cases for the more serious offence of fly tipping were successfully prosecuted
Council believes

1. that the Kingdom Contract is focussing on the wrong things to create a cleaner city and education not retribution is the answer to dealing with the vast majority of people who drop litter.
2. That greater emphasis needs to be given to the provision of sufficient bins which are frequently emptied especially in tourist locations.
3. That the council should concentrate on the people who cause major problems – the people who illegally dump large amounts of waste materials.

Accordingly, it requests the Mayor to:

1. Establish a task group with the environment agency and Police to tackle criminal fly tipping.
2. Work with schools, communities and the media to promote greater concern for our environment and develop community led anti-filth strategies including targeting bad dog owners.
3. Only fine people who are persistent or gross offenders of littering on our streets.
4. Work with Kingdom to review the contract to meet these priorities.

CROSS PARTY MOTIONS

In accordance with Standing Order 8.2(xii), the following Motions are submitted to the Council recommended by the Whips and subject to the approval of the Council that they have cross party support to be agreed without debate.

14. Liverpool - Standing With Our Trans Community by Councillors Harry Doyle, Richard Kemp CBE, Paul Kenyon, Anna Key, Lindsay Melia, Steve Radford and Hetty Wood

Hate crime can be devastating for victims and their families and has the potential to divide and damage communities and neighbourhoods.

Council notes:

- A hateful campaign has been set up by Liverpool ReSisters that has seen stickers regarding Trans women and gender recognition defacing public art works and buildings across Merseyside;
- The campaign has created a platform for some people to share offensive comments about the trans community particularly on social media; and
- Liverpool ReSisters do not recognise Transgender women as women.

Council believes:

- There is no place in our city for hatred and bigotry;
- Liverpool is a haven for inclusivity, acceptance and tolerance and we are proud to stand with our LGBT+ community in their endeavour to strengthen their rights both here and around the world; and
- TRANS WOMEN ARE WOMEN.

Council therefore requests:

- That the Mayor, Cabinet Member for Communities & Partnerships and Mayoral Lead for Equalities continue to state support for our Trans community and work to ensure our city remains a welcoming city for all;
- That our fantastic Streetscene teams continue to remove any stickers related to this campaign from our streets;
- That our planning officers actively encourage developers and businesses, where possible, to include individual gender neutral W/C facilities in public buildings;
- That for one weekend the town hall and where possible, other public buildings, are lit in the transgender colours of blue, pink and white, and that the transgender flag is flown from the town hall; and
- That partnership work is further developed by ensuring that the Community Cohesion Forum invites representation from Spirit Level and other Transgender support services, enabling Liverpool to continue to become a more inclusive and non-discriminatory place to live and work.

15. United Against Racism by Councillors Joann Kushner, Barry Kushner and Mayor Joe Anderson

The Council and the whole city deplores the destruction of the List by Turkish artist Banu Cennetoğlu. This documents the death of 34,361 refugees, who lost their lives fleeing conflict to seek refuge in Europe. Liverpool is and always has been a refuge for people, and we are proud to have been one of the first UK Councils to offer to Syrian and other refugees. The Council totally rejects this appalling abuse of immigrants. Liverpool has been built on immigration from countries across the world. Our citizens are descendants from countries that include: Ireland, China, Ukraine, Poland, Somalia, Yemen, Syria, the Caribbean and so many more places. Immigration is part of the fabric of our life.

This attack reflects the worrying rise of the far right in this country and the Home Office is recording an alarming increase in ethnic and racial hate crime.

Liverpool was, is and always will be a welcoming place of refuge for children and families fleeing conflict and danger in their home country. Council opposed the Britain First and EDL marches in our city and calls on all our communities, Jewish, Muslim, Hindu, Buddhist, Christian, BAME, to come together, united against racism, intolerance and discrimination. Liverpool celebrates diversity and will provide safety to those in need.

MOTIONS NOT APPROVED FOR DEBATE

The following motions have not been recommended for debate by the Whips and in accordance with Standing Order 20.4 will be dealt with by a single resolution of the Council.

16. March for Europe by Councillors Richard Kemp, CBE and Mirna Juarez

Recognising the huge importance to the businesses, port and people of Liverpool for staying in the European Union and/or Single Market and given the Council's decision at the last Council meeting to endorse the idea of a first referendum on the Facts of Brexit Council:

- i) welcomes the March for Europe which is taking place on 23rd September;
- ii) Requests officers to extend what logistical support it is able to do within the law to the march organisers; and
- iii) Urges the people of Liverpool to support the march.

17. Keeping Fracking Decisions Local by Councillors Tom Crone, Sarah Jennings, Lawrence Brown and Anna Key

Council notes:

- That in May this year Government ministers outlined a proposal to redefine non-hydraulic fracturing shale gas exploration applications as permitted development and to redefine large-scale shale gas production sites as Nationally Significant Infrastructure Projects (NSIP), thereby removing any local authority control and community involvement in decision-making relating to these activities.
- That on 5 July 2018, a report by the cross-party Housing, Communities and Local Government Committee warned the Government against its proposal to bring fracking applications under the NSIP regime, concluding that Mineral Planning Authorities, which in Liverpool is the City Council, were best placed to understand the local area and conditions.

Council therefore believes:

- That moving decisions about fracking, which have huge implications for local

- communities, to a national level would contradict the principles of localism.
- That 'Permitted Development', which was designed for developments with low environmental impacts, is an inappropriate category for drilling with such wide-reaching implications for local communities and climate change.
 - That bringing fracking applications under the Nationally Significant Infrastructure Projects regime will be harmful to local communities.
 - That local authorities are best placed to continue to make decisions throughout the planning process for shale gas exploration drilling, appraisal and production.

Council is committed to the principles of localism and the involvement of local communities in decisions that affect their environment, their health and safety and their well-being. Council therefore resolves to respond to the Government's consultation by confirming that applications for fracking should be determined by local planning authorities in accordance with planning law and guidance, and requests the Chief Executive to share this response with Liverpool's MPs and relevant government ministers.

<p>18. Reducing our citizens' waste by Councillors Tom Crone, Sarah Jennings, Lawrence Brown and Anna Key</p>
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Council commends the recent declaration by 23 major cities and regions from around the world to commit to reducing the quantity of waste by 2030 based on 2015 levels:

- The amount generated by each of their citizens by 15%.
- The amount sent to landfill and incineration by 50%.

Council notes that though none of Liverpool's waste ends up in landfill, much of it is incinerated. Council further notes that incineration plants are unpopular, polluting, and rely on the production rather than reduction of waste to remain viable.

Council therefore agrees to be the first city in the UK, after London, to sign up for the challenge. Council requests the Chief Executive and senior management team to develop a strategy to achieve these goals, working with the Merseyside Recycling and Waste Authority and partners including other local authorities in the Liverpool City Region.



3 July 2018

Dear Councillor / Honorary Alderman,

Meeting of the Council – Wednesday 11 July 2018

You are summoned to attend a meeting of the Council which will be held at 10.00am on Wednesday 11 July 2018, in the Council Chamber, Level 2, Manchester Town Hall Extension

1. The Lord Mayor's Announcements and Special Business

Including

Presentation - Town Hall Project RIBA Stage 2 by Sean McGonigle (Director of Trading Services), Fran Toms (Design and Heritage Lead) and Paul Candelent (Project Director)

2. Interests

To allow members an opportunity to declare any personal, prejudicial or disclosable pecuniary interest they might have in any items which appear on this agenda; and record any items from which they are precluded from voting as a result of Council Tax or Council rent arrears. Members with a personal interest should declare that at the start of the item under consideration. If members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item

3. Minutes - to submit for approval the minutes of the meeting held on 16 May 2018

4. Proceedings of the Executive

To submit the minutes of the meetings on 30 May 2018, 27 June 2018 and 11 July 2018 (to be presented at the meeting) and in particular to consider:

Exe/18/059 – Capital Programme – Proposed Increases

To recommend that the Council approve the following changes to Manchester City Council's (MCC) capital programme:

(a) Highways – Mancunian Way Junction with Princess Road. A virement of £3.212m from the Highways Investment Fund, funded by borrowing

(b) Corporate Property – Hulme District Office. A virement of £1.228m from the Estates Transformation Fund, funded by borrowing

(c) Corporate Property – Estates Transformation Decant Budget. A virement from the capital budget to revenue of £3.0m, funded via Capital Fund

Exe/18/064 – Capital Programme Update

To recommend that the Council approve the following changes to Manchester City Council's (MCC) capital programme:

(a) Parks and Leisure – Abraham Moss Leisure Centre. A decrease in the capital budget of £0.076m in 2018/19, £0.448m in 2019/20, £0.620m in 2020/21 and £0.206m in future years and the transfer of these values to the revenue budget, funded by capital fund

(b) Housing – Housing Affordability Fund - Empty Homes Scheme and Rent to Purchase. An increase to the capital budget of £1.6m funded by external contributions and a virement from the Equity Loans of £0.603m

(c) ICT – Communications Room Replacement Phase 2. An capital budget allocation and transfer of £4.197m in 2018/19, £0.758m in 2019/20 and £0.069m in 2020/21 from the ICT Investment Fund, funded by borrowing

(d) Strategic Development – Civic Quarter Heat Network. A capital budget increase of £3.000m in 2019/20 and £2.000m in 2020/21, funded by borrowing on an invest to save basis

- and to also consider any recommendations contained in the minutes of the meeting on 11 July 2018 that are to be available at the meeting

5. Questions to Executive Members under Procedural Rule 23

6. Scrutiny Committees

To note the minutes of the following committees:

Health – 22 May 2018 and 19 June 2018

Children and Young People – 21 May 2018 and 19 June 2018

Neighbourhoods and Environment – 23 May 2018 and 20 June 2018

Economy – 23 May 2018 and 20 June 2018

Communities and Equalities – 24 May 2018 and 21 June 2018

Resources and Governance – 24 May 2018 and 21 June 2018

7. Proceedings of Committees

To submit for approval the minutes of the following meetings and consider recommendations made by the committee:

Audit Committee – 11 June 2018

Constitutional and Nomination 9 July 2018 (to be tabled)

Health and Wellbeing Board – 6 June 2018 and 4 July 2018 (to follow)

Licensing and Appeals Committee – 4 June 2018

Licensing Policy Committee – 5 July 2018 (to follow)

Planning and Highways Committee – 31 May 2018 and 28 June 2018 (to follow)
Standards Committee – 14 June 2018

Personnel Committee – 30 May 2018 and 27 June 2018 and in particular to consider

PE/18/12 Corporate Services City Treasurer's Senior Management

- To approve the redesignation and recommend to Council the regrade of the role of Head of Revenues and Benefits, Customer and SSC to Director of Customer Services and Transactions, SS4 (£90,419-£101,826).

PE/18/13 Greater Manchester Continuity of Service Protocol

- To recommend that Council adopts the GM Continuity of Service Protocol on a discretionary basis to allow continuity of service with the specified organisations to be extended to individuals in respect of service-based workforce terms, conditions and policies to support flexibility of movement and/or recruitment to difficult to fill posts.

8. Business of the Combined Authority, Joint Authorities and Joint Committees

To receive answers to any questions raised in accordance with Procedural Rule 24 on the business of: (a) the Greater Manchester Combined Authority, (b) the Greater Manchester Waste Disposal Authority, and (c) any other joint authority.

9. Key Decisions Report

The report of the City Solicitor is enclosed

10. Notice of Motion – Child Criminal Exploitation

This council notes the work done by the course run by the Factory Youth Zone called Junior Choices funded and supported by the Rank Foundation and Onside. Two fundamentally vital children's supporters and charities enabling youth zones like the one in Harpurhey to be built in collaboration with Local councils all over the country.

The term 'County Lines' has been coined to represent the movement of drugs, guns and money. Vulnerable children are moved around the city and the country from as young as 11 years old used and abused. It is estimated there are a thousand highly organised groups estimating to be delivering drugs across the UK. Each line it is estimated uses children and generates £5,000 per day. Crime pays at the cost of these vulnerable children. This is an issue we have seen across Greater Manchester/ North Manchester and is a clear example of what we now are calling Child Criminal exploitation.

The government insists that it is tackling the problem and earlier this year pledged £3.6M to develop a new 'County Lines' initiative. In contrast the Children's society has a lottery bid of £3m to spend over the next 3 years in Greater Manchester alone to fight against Child Criminal exploitation.

Factory Youth Zone has taken the lead so far in Manchester flagging up how serious this issue is organising a conference at F. C United 3 years ago. We know poverty is the main driving force especially in Harpurhey and Wythenshawe. Communities know this is happening and accept it. Deprived poor children are targets for the people behind Child Criminal Exploitation. It is a massive safeguarding issue now for MCC. Much needs to be done, a working group chaired jointly by Manchester City Council and GMP has been set up this year and is working with other agencies and partners. Early help are working with families at crisis point. Joined up working is crucial.

Junior Choices has been piloted and successful in North Manchester, heads of local primary schools have been asked for names of children to attend the course age 9 to 12. It runs for 12 weeks. Demand outweighs availability. Great work has been done. Paintings produced and displayed being just one positive outcome.

Questionnaires from the Junior Choices families, children and schools have been evaluated by Manchester Metropolitan University, this shows an 86% success rate of the children not being exploited by criminals, with their behaviour improving both at school and at home.

1. Council ask that we work with partners to find solutions to tackle the criminal activity.
2. Council commits to engage with Greater Manchester Mayor Andy Burnham to use MCC lead and work across GM to eradicate Child Criminal Exploitation from GM.
3. Council call on the government for funding to stop Child Criminal Exploitation, we need funding to protect and safeguard our children and young people.
4. Council recognises that we need a strategy and initiative in all areas of the City to protect our children.

Proposed by Councillor Collins, Seconded by Councillor Grimshaw and also signed by Councillors Andrews, Curley and Davies

11. Notice of Motion – Charter against modern slavery

This council notes although Slavery was abolished in the UK in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour. There were 3805 victims of modern slavery identified in the

UK in 2016. A rising number but still well below the 10,000 and 13,000 potential victims estimated by the Home Office.

Modern Slavery is happening nationwide. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhuman treatment. This can include sexual and criminal exploitation.

This council believes that action needs to be taken to raise awareness of modern slavery and the fact that it is happening all over the UK. That the current support for victims is not sufficient and needs to go beyond the 45 days they are currently given by the government. That council s have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation.

Manchester City Council will:

- 1 Ensure its corporate procurement team is trained to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
- 2 Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies with contract termination as a potential sanction for non-compliance.
- 3 Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
- 4 Highlight to its suppliers that contracted workers are free to join a trade union and are not be treated unfairly for belonging to one.
- 5 Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
- 6 Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
- 7 Review its contractual spending regularly to identify any potential issues with modern slavery.
- 8 Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
- 9 Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
- 10 Report publicly on the implementation of this policy annually.

Proposed by Councillor Ahmed Ali seconded by Councillor S Murphy and also signed by Councillors Karney, Davies, Curley and N Murphy.

Yours faithfully,

A handwritten signature in black ink, consisting of a large loop on the left, a long horizontal stroke, and a smaller loop on the right.

Joanne Roney OBE
Chief Executive

Information about the Council

The Council is composed of 96 councillors with one third elected three years in four. Councillors are democratically accountable to residents of their ward. Their overriding duty is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.

Seven individuals with previous long service as councillors of the city have been appointed Honorary Aldermen of the City of Manchester and are entitled to attend every Council meeting. They do not however have a vote.

All councillors meet together as the Council under the chairship of the Lord Mayor of Manchester. There are seven meetings of the Council in each municipal year and they are open to the public. Here councillors decide the Council's overall strategic policies and set the budget each year.

Agenda, reports and minutes of all Council meetings can be found on the Council's website www.manchester.gov.uk

Members of the Council

Councillors –

Akbar, Ahmed Ali, Azra Ali, N. Ali, Sameem Ali, Shaukat Ali, Alijah, Andrews, Appleby, Barrett, Battle, Bridges, Chohan, Clay, Collins, Connolly, Cooley, Craig, Curley, M Dar, Y Dar, Davies, Douglas, Ellison, Evans, Farrell, Flanagan, Fletcher-Hackwood, Green, Grimshaw, Hacking, Harland, Hassan, Hewitson, Hitchen, Holt, Hughes, Igbon, Ilyas, Jeavons, Johns, S Judge, T Judge, Kamal, Karney, Kilpatrick, Kirkpatrick, Lanchbury, Leech, Leese, Lovecy, Ludford, Lynch, Lyons, McHale, Midgley, Madeleine Monaghan, Mary Monaghan, Moore, N. Murphy, S. Murphy, Newman, Noor, O'Neil, Ollerhead, Paul, B Priest, H Priest, Rahman, Raikes, Rawlins, Rawson, Razaq, Reeves, Reid, Riasat, Richards, Rowles, Russell, Sadler, Sharif Mahamed, Sheikh, Shilton Godwin, A Simcock, K Simcock, Smitheman, Stogia, Stone, Strong, Taylor, Watson, Wheeler, White, Wills, Wilson and Wright.

Honorary Aldermen of the City of Manchester –

Gordon Conquest, William Egerton JP, Audrey Jones JP, Paul Murphy OBE, John Smith and Keith Whitmore.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

Donald Connolly

Tel: 0161 234 3034

Fax: 0161 274 7017

Email: d.connolly@manchester.gov.uk

This summons was issued on **3 July 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Town Hall Extension, Albert Square, Manchester, M60 2LA

City Council

Wednesday 5 September 2018 at 6.00pm

Meeting to be held in the Council Chamber, Civic Centre, Newcastle upon Tyne NE1 8QH

1. **Apologies for Absence**
2. **Minutes of previous meeting** **1 - 16**
3. **Official Announcements**
4. **Petitions**
5. **Public Question Time**
6. **Presentation - Northumbria Police Chief Constable and Police and Crime Commissioner**
7. **Standards Committees Annual Report 2017 - 2018** **17 - 36**
8. **Reports referred from Cabinet**
 - (a) **Council Delivery Plan 2018 - 2019** **37 - 64**
 - (b) **Proposed Revised Procurement Procedure Rules** **65 - 70**
9. **SAFE Newcastle Plan 2018 - 2021** **71 - 84**
10. **Update of Newcastle City Council's Petitions Scheme** **85 - 94**
11. **Scrutiny annual report 2017- 2018** **95 - 108**
12. **Questions by Members** **109 - 112**
13. **Appointments**
14. **Notice of Motion - Local Government Boundary Commission for England**

Councillor Stone

"Council notes that:

- the November 2016 Electoral Review for Newcastle City Council, which brought into effect new ward boundaries at the local elections held on May 3rd, was carried out in good faith and proposed ward boundaries that are reasonable and acceptable in respect of their

relationship to the city's local geography of communities and neighbourhoods

- the intended purpose of electoral reviews is to address the imbalance arising from one ward electorate exceeding 30% variation to ensure a more even distribution of ward electorates, less extreme variations from the average, and above all, to more closely achieve electoral equality
- the LGBCE wrote to the Chief Executive of the City Council in September 2014 advising that the Commission is required to undertake an electoral review "if there are significant electoral imbalances: a) if one ward has an electorate of +/- 30% from the average electorate for the authority b) if 30% of all wards have an electorate of +/- 10% from the average electorate for the authority"

Council notes with concern that:

- the implementation of the Review saw this May's local elections (and potentially those of subsequent years) contested on a ward pattern which has even more extreme variations in size of electorate and hence a retrograde step in terms of achieving closer electoral equality
- whereas under the old arrangements, one ward was stated to have exceeded the 30% permissible variation from the citywide mean electorate (Ouseburn, +33%), under the current arrangements two wards exceed the 30% permissible variation from the citywide mean electorate (Arthur's Hill -35.7% and Monument - 31.3%)
- eight of the twenty-six current wards – 30.7% - exceed the recommended +/- 10% variation from the city mean ward electorate (Arthurs Hill, Castle, Denton and Westerhope, Heaton, Monument, Ouseburn, Parklands, Walkergate), and four wards exceed +/-20% variation
- the largest current ward has an electorate close to twice that of the smallest (Parklands has 8614 electors and the smallest, Arthurs Hill, 4551)
- by 2021, several other wards are likely to exceed a +/- 10% variation and continuing major housing development in wards such as Castle will further exacerbate their variation from the mean
- both of the identified LGBCE criteria for electoral imbalance apply to the city's current position and thus sufficient to trigger LGBCE review

Council believes that:

- this raises serious questions about the Review's fitness for purpose, validity and legitimacy
- the electorate cannot reasonably have confidence in a process which

delivers an outcome which is demonstrably less fair than the previous arrangements and which appears to create greater electoral inequality

- it is problematic that the review has resulted in further electoral inequality which could lead to a further review in 2021 the finding of the LGBCE that "all the proposed Newcastle City Council wards will have electoral equality by 2021" no longer appears credible
- it is regrettable that the City Council appears not to have taken steps to draw concerns at this electoral imbalance to the attention of either Constitutional Committee or the LGBCE at any stage since the conclusion of the Review in November 2016

Council resolves to ask Constitutional Committee for a report on progress towards the electoral forecasts for 2021 as set out by the LGBCE."

15. **Notice of Motion - To adopt the International Holocaust Remembrance Alliance definition of antisemitism**

Councillor Cott

"This council expresses alarm at the rise in antisemitism in recent years across the UK. This includes incidents when criticism of Israel has been expressed using antisemitic tropes. Criticism of Israel can be legitimate, but not if it employs the tropes and imagery of antisemitism.

We therefore welcome the UK Government's announcement on December 11th 2016 that it will sign up to the internationally recognised International Holocaust Remembrance Alliance (IHRA) guidelines on antisemitism which define antisemitism thus:

"Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities."

The guidelines highlight manifestations of antisemitism as including:

- "Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).

- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
- Applying double standards by requiring of it behaviour not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.”

This Council welcomes the cross-party support within the Council for combatting antisemitism in all its manifestations. This Council hereby adopts the above definition of antisemitism as set out by the International Holocaust Remembrance Alliance and pledges to combat this pernicious form of racism.

Council resolves to adopt the International Holocaust Remembrance Alliance definition of antisemitism”

16. **Notice of Motion - End period poverty**

Councillor Penny-Evans

“Council notes that;

- There is a rise in the use of food banks across the country, linked to welfare reform and the roll out of Universal Credit
- Welfare reform is affecting many people, including people in low paid work
- Austerity is affecting women and period poverty is a reality that forces many women to choose between putting food on the table and buying sanitary products
- Girls are reportedly missing out on their education because they cannot afford sanitary protection
- The cost of sanitary products is often unaffordable for low-income individuals and families
- Charity Plan International UK found that one-in-10 young women in the UK cannot afford sanitary products and 12 percent of girls have had to improvise sanitary wear as a result.

Council commends the work of Newcastle West End and East End foodbanks in this area and recognises the work of Red Box Charity who distribute free sanitary products to schools across the North East.

This council believes that;

- No woman in Newcastle should be forced into poverty due to her periods
- No girl should need to miss school because of her period
- No woman should need to miss work or college because of her period

Newcastle City Council resolves to:

- Write to the relevant Secretary of State to request financial help to alleviate period poverty using the funds raised through the tax on sanitary products.
- Work with Red Box to encourage schools in Newcastle to participate in this scheme, and
- Explore how to set up Red Box donation stations within the Civic Centre.”

17. **Notice of Motion - Great Jobs Agenda**

Councillor McCarty

“Council notes:

The progress made by Newcastle City Council in introducing and promoting a Newcastle Living Wage, abolishing zero hours contracts and engaging positively with trade unions throughout the challenges imposed by government austerity measures;

The commitment in the Strategic Economic Plan for the North East Local Enterprise Partnership (LEP) to create ‘more and better jobs’ in the region;

The longstanding partnership between Newcastle City Council and trade unions to support workplace learning.

Council believes that:

Every job should be a great job. For us this means workers should be paid fairly; work in a safe and healthy workplace; be treated decently and with respect; have regular hours; have the chance to be represented by unions and be consulted on what matters at work; and get the chance to learn and progress at work and get on in life.

Council resolves to:

Support the TUC's Great Jobs Agenda, which sets out the actions employers and the government must take for every job to be a great job;

Ensure as an employer we continue to provide great jobs for our own employees as well as access to training and learning opportunities in that workplace;

Continue to value meaningful workforce engagement and representation through our recognised trade unions;

Continue to work with other employers to influence their employment practices, and to ensure that business growth is sustainable and ethical;

Make increasing job quality a key part of the conversation when pursuing local economic development opportunities;

Use our commissioning and procurement processes wherever possible to raise employment standards amongst those suppliers and providers we work with;

Engage with government and other bodies with regulatory powers to tackle issues which local authorities do not have statutory powers to address directly.

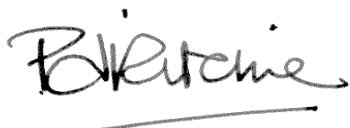
Council further resolves to:

Promote the Great Jobs Agenda in the new North of Tyne Combined Authority;

Promote the development of skills in the workplace through the North of Tyne devolution proposal;

Write to our MPs informing them of our commitment to this agenda and calling on them to support the Great Jobs Agenda."

Yours sincerely

A handwritten signature in black ink, appearing to read 'Pat Ritchie', with a horizontal line underneath.

Pat Ritchie, Chief Executive

TO ALL MEMBERS OF COUNCIL

Contact Officer Linda Scott ext 25159

Please remember to declare any personal interest where appropriate both verbally and by recording it on the relevant form (to be handed to the Democratic Services Officer). Please also remember to leave the meeting where any personal interest requires this.



You are hereby summoned to attend a meeting of **CITY COUNCIL**
in the Council Chamber at the Council House on Monday 10 September 2018 at 2.00 pm
to transact the following business

AGENDA

Pages

- | | | |
|-----------|---|-----------|
| 1 | APOLOGIES FOR ABSENCE | |
| 2 | DECLARATIONS OF INTERESTS | |
| 3 | QUESTIONS FROM CITIZENS | To Follow |
| 4 | PETITIONS FROM COUNCILLORS ON BEHALF OF CITIZENS | Verbal |
| 5 | TO CONFIRM THE MINUTES OF THE LAST MEETING OF COUNCIL
HELD ON 9 JULY 2018 | 5 - 22 |
| 6 | TO RECEIVE OFFICIAL COMMUNICATIONS AND
ANNOUNCEMENTS FROM THE LEADER OF THE COUNCIL
AND/OR THE CHIEF EXECUTIVE | Verbal |
| 7 | QUESTIONS FROM COUNCILLORS - TO THE CITY COUNCIL'S
LEAD COUNCILLOR ON THE NOTTINGHAMSHIRE AND CITY OF
NOTTINGHAM FIRE AND RESCUE AUTHORITY | To Follow |
| 8 | QUESTIONS FROM COUNCILLORS - TO A MEMBER OF
EXECUTIVE BOARD, THE CHAIR OF A COMMITTEE AND THE
CHAIR OF ANY OTHER CITY COUNCIL BODY | To Follow |
| 9 | DECISIONS TAKEN UNDER URGENCY PROCEDURES
Report of the Leader | 23 - 26 |
| 10 | THE CRIME AND DRUGS PARTNERSHIP PLAN 2015 TO 2020
(2018/19 REFRESH)
Report of the Portfolio Holder for Community Protection | 27 - 50 |
| 11 | MOTION
Motion in the name of Councillor Linda Woodings: | |

The closure of Basford Hall Nursery by Nottingham College on Friday 27th July means the loss of an important community facility and could see some potential college students put off accessing education at Basford Hall in the future.

Nottingham College's own information shows the nursery was at 95% capacity in January 2018 and making a surplus. The last Ofsted inspection rated the nursery 'Good' and it is used by the children of 22

college students. Given the college is expanding it is likely that demand for nursery places will rise and therefore this council sees no good reason for its closure.

This council resolves to:

- Continue to support the parents, staff and local residents involved in the Save Nottingham College Nurseries Campaign.
- Lobby Nottingham College to provide nursery provision on their sites.
- Campaign to improve the accountability of Further Education establishments to the communities they serve.
- Look at ways to help users of the nursery find alternative child provision.
- Reaffirm our commitment to increasing the number of 2 year olds in Nottingham in nursery by 40%.

12 MOTION

Motion in the name of Councillor Nick Raine:

This council notes:

- Over £288 million has been injected into the local economy over the last three years as a result of the City Council's Procurement Strategy.
- Since 2014, a total of 567 contracts have been awarded to firms by the Council as part of its role to provide vital services to local people.
- 364 entry level jobs and apprenticeships have been created for local people as a result of the Council's Procurement Strategy.

This council believes:

- Procurement processes can and should be used to benefit the local economy and create jobs for local people.
- The practise of blacklisting is wrong and The Public Contracts Regulations should be more explicit in 'blacklists' as a specific ground to exclude bidders.
- No one should have their livelihood taken away from them on the basis that they are a member of a trade union.

The council resolves to:

- Continue with the current Procurement Strategy to use local suppliers wherever we can to help Nottingham's economy, creating business for local firms and jobs for local people.
- Ensure satisfactory evidence is provided by potential contractors that they do not currently practise 'blacklisting'.
- Lobby Government to make blacklisting a criminal offence and make it more explicit in the Public Contracts Regulations as a ground for bidders to be excluded.
- Ensure that contractors comply with any statutory provisions relating to trade unions, in particular with regards to collective agreements

and trade union representatives.

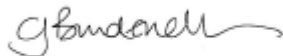
13 MEMBERSHIP CHANGES

To note the appointment of Councillor Cate Woodward to replace Councillor Jackie Morris on the Planning Committee.

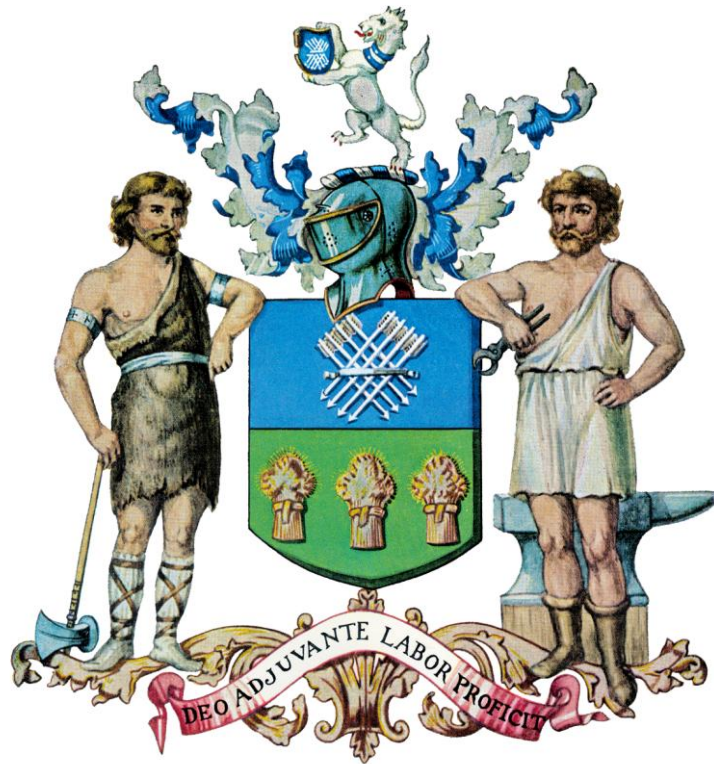
Please note that questions to Council are received after the agenda has been published. Questions will be published as a supplementary agenda by 5pm on Friday 7 September 2018.

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ON THE AGENDA, PLEASE CONTACT THE GOVERNANCE OFFICER SHOWN ABOVE, IF POSSIBLE BEFORE THE DAY OF THE MEETING

CITIZENS ARE ADVISED THAT THIS MEETING MAY BE RECORDED BY MEMBERS OF THE PUBLIC. ANY RECORDING OR REPORTING ON THIS MEETING SHOULD TAKE PLACE IN ACCORDANCE WITH THE COUNCIL'S POLICY ON RECORDING AND REPORTING ON PUBLIC MEETINGS, WHICH IS AVAILABLE AT WWW.NOTTINGHAMCITY.GOV.UK. INDIVIDUALS INTENDING TO RECORD THE MEETING ARE ASKED TO NOTIFY THE GOVERNANCE OFFICER SHOWN ABOVE IN ADVANCE.



Dated 31 August 2018
Corporate Director for Strategy and Resources
To: All Councillors of Nottingham City Council



Council

Wednesday 3 October 2018

2.00 pm

**Council Chamber, Town Hall,
Pinstone Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

COUNCIL

Wednesday 3 October 2018, at 2.00 pm
Council Chamber, Town Hall, Pinstone Street, Sheffield, S1 2HH

The Press and Public are Welcome to Attend

MEMBERS OF THE COUNCIL

THE LORD MAYOR (Councillor Magid Magid)
THE DEPUTY LORD MAYOR (Councillor Tony Downing)

1	<i>Beauchief & Greenhill Ward</i> Simon Clement-Jones Bob Pullin Richard Shaw	10	<i>East Ecclesfield Ward</i> Andy Bainbridge Moya O'Rourke Steve Wilson	19	<i>Nether Edge & Sharrow Ward</i> Mohammad Maroof Jim Steinke Alison Teal
2	<i>Beighton Ward</i> Chris Rosling-Josephs Ian Saunders Sophie Wilson	11	<i>Ecclesall Ward</i> Roger Davison Shaffaq Mohammed Paul Scriven	20	<i>Park & Arbourthorne Ward</i> Julie Dore Ben Miskell Jack Scott
3	<i>Birley Ward</i> Denise Fox Bryan Lodge Karen McGowan	12	<i>Firth Park Ward</i> Abdul Khayum Alan Law Abtisam Mohamed	21	<i>Richmond Ward</i> Mike Drabble Dianne Hurst Peter Rippon
4	<i>Broomhill & Sharrow Vale Ward</i> Michelle Cook Magid Magid Kaltum Rivers	13	<i>Fulwood Ward</i> Sue Alston Andrew Sangar Cliff Woodcraft	22	<i>Shiregreen & Brightside Ward</i> Dawn Dale Peter Price Garry Weatherall
5	<i>Burngreave Ward</i> Jackie Drayton Talib Hussain Mark Jones	14	<i>Gleadless Valley Ward</i> Lewis Dagnall Cate McDonald Chris Peace	23	<i>Southey Ward</i> Mike Chaplin Tony Damms Jayne Dunn
6	<i>City Ward</i> Douglas Johnson Robert Murphy Martin Phipps	15	<i>Graves Park Ward</i> Ian Auckland Sue Auckland Steve Ayriss	24	<i>Stannington Ward</i> David Baker Penny Baker Vickie Priestley
7	<i>Crookes & Crosspool Ward</i> Adam Hanrahan Mohammed Mahroof Anne Murphy	16	<i>Hillsborough Ward</i> Bob Johnson George Lindars-Hammond Josie Paszek	25	<i>Stocksbridge & Upper Don Ward</i> Jack Clarkson Keith Davis Francyne Johnson
8	<i>Darnall Ward</i> Mazher Iqbal Mary Lea Zahira Naz	17	<i>Manor Castle Ward</i> Lisa Banes Terry Fox Pat Midgley	26	<i>Walkley Ward</i> Olivia Blake Ben Curran Neale Gibson
9	<i>Dore & Totley Ward</i> Joe Otten Colin Ross Martin Smith	18	<i>Mosborough Ward</i> David Barker Tony Downing Gail Smith	27	<i>West Ecclesfield Ward</i> John Booker Adam Hurst Mike Levery
				28	<i>Woodhouse Ward</i> Mick Rooney Jackie Satur Paul Wood

John Mothersole

Chief Executive

Contact:

Paul Robinson, Democratic Services

Tel: 0114 2734029

paul.robinson@sheffield.gov.uk

PUBLIC ACCESS TO THE MEETING

The Council is composed of 84 Councillors with one-third elected three years in four. Councillors are democratically accountable to the residents of their Ward. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them

All Councillors meet together as the Council. Here Councillors decide the Council's overall policies and set the budget each year. The Council appoints the Leader and at its Annual Meeting will appoint Councillors to serve on its Committees. It also appoints representatives to serve on joint bodies and external organisations.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Council meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Council meetings are normally open to the public but sometimes the Council may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**COUNCIL AGENDA
3 OCTOBER 2018**

Order of Business

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members to declare any interests they have in the business to be considered at the meeting.

3. PUBLIC QUESTIONS AND PETITIONS AND OTHER COMMUNICATIONS

To receive any questions or petitions from the public, or communications submitted by the Lord Mayor or the Chief Executive and to pass such resolutions thereon as the Council Procedure Rules permit and as may be deemed expedient.

4. MEMBERS' QUESTIONS

4.1 Questions relating to urgent business – Council Procedure Rule 16.6(ii).

4.2 Supplementary questions on written questions submitted at this meeting – Council Procedure Rule 16.4.

4.3 Questions on the discharge of the functions of the South Yorkshire Joint Authorities for Fire and Rescue and Pensions – Section 41 of the Local Government Act 1985 – Council Procedure Rule 16.6(i).

(NB. Minutes of recent meetings of the two South Yorkshire Joint Authorities have been made available to all Members of the Council via the following link -

<http://democracy.sheffield.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13165&path=0>)

5. NOTICE OF MOTION REGARDING "NHS URGENT PRIMARY CARE IN SHEFFIELD" - GIVEN BY COUNCILLOR FRANCYNE JOHNSON AND TO BE SECONDED BY COUNCILLOR PAT MIDGLEY

That this Council:-

(a) welcomes the recent decision by the Clinical Commissioning Group

(CCG) to put on hold their proposals to change urgent primary care services in Sheffield;

- (b) notes that, as such, the walk-in centre on Broad Lane and the minor injuries unit at the Royal Hallamshire Hospital will now be secured until at least September 2020 – and that any decisions on the future of these sites will not be made prior to another public consultation, expected to begin in summer 2019;
- (c) notes that the CCG's original proposals were heavily criticised and that a petition to save these services was signed by more than 10,000 people;
- (d) further notes the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee's submission detailed many concerns with the plans and concluded that "we do not feel that we have seen sufficient evidence to assure us that the proposals are in the best interests of Sheffield people";
- (e) praises the co-ordinated efforts of local MPs, councillors across the city, political activists, Sheffield Save Our NHS, Healthwatch, and all the campaign groups and individuals who responded to the consultation in opposing the CCG's original plans - and hopes that together we can reach a suitable solution for maintaining easy access to urgent health care for everyone in Sheffield;
- (f) believes that the combined campaign shows that Sheffield fights austerity at its best when working in partnership, and that this victory should be shared by all and it is wrong for any one group to try to take ownership of this issue; and
- (g) reaffirms that this Administration is committed to reducing health inequalities and that ensuring easily accessible urgent health care for everyone in Sheffield is of paramount importance.

6. NOTICE OF MOTION REGARDING "TACKLING MODERN DAY SLAVERY - COMMITTING THE COUNCIL TO THE CO-OPERATIVE PARTY'S CHARTER AGAINST MODERN SLAVERY" - GIVEN BY COUNCILLOR BEN CURRAN AND TO BE SECONDED BY COUNCILLOR ABTISAM MOHAMED

That this Council:-

- (a) notes with immense sadness that the injustice of slavery still persists in the modern world, with an estimated 13,000 victims of slavery in the UK today – with sexual exploitation, trafficking or domestic servitude, and forced labour, just some of the horrific forms it can take;

- (b) believes that modern slavery can often operate in plain sight and that everything possible must be done to eradicate the scourge of slavery;
- (c) contends that Labour and Labour & Co-operative councils across England are leading the way with a new Charter to ensure exploitation has no place in council supply chains;
- (d) notes that the Co-operative Party's Charter against Modern Slavery goes further than existing law and guidance, committing councils to proactively vetting their own supply chain to ensure no instances of modern slavery are taking place;
- (e) welcomes the commitment from the present Administration to fully adopt the Co-operative Party's Charter against Modern Slavery;
- (f) notes that, by doing so, the Council is pledging to guarantee that modern slavery is cut from the supply chain by committing to 10 measures, including: challenging abnormally low-cost tenders to ensure they do not rely on potential contractors practising modern slavery; ensuring workers throughout the supply-line are free to join a trade union and are not treated unfairly for belonging to one; and that the Council will report publicly on the implementation of the policy every year;
- (g) contends that the Government's hostile environment on immigration since 2010 demonstrates their lack of authenticity in dealing with modern day slavery and, as such, it is even more essential that leadership in tackling this is provided by local government; and
- (h) believes that tackling modern slavery and focusing on ethical trade is essential and support is given to the Administration for ensuring high standards of ethical practice in the way the Council works through the Ethical Procurement Policy.

7. NOTICE OF MOTION REGARDING "PEOPLE'S VOTE - SUPPORTING THE CALL FOR THE PEOPLE TO BE GIVEN THE FINAL SAY OVER BREXIT" - GIVEN BY COUNCILLOR JOE OTTEN AND TO BE SECONDED BY COUNCILLOR MOHAMMED MAHROOF

That this Council:-

- (a) notes the ongoing impasse in Brexit negotiations, and the increasing risk of a "no deal" Brexit;
- (b) notes the opposition to the Chequers Plan in Parliament and among EU Heads of Government;
- (c) notes that agreement has not yet been reached on many of the

issues arising from the Brexit referendum, including Government red lines, and both sides have stated that “nothing is agreed until everything is agreed”;

- (d) notes that whilst the principle of a Northern Ireland backstop has been agreed, the UK’s plan to temporarily avoid a hard border on the island of Ireland has not been agreed and there is still no agreement on a long-term solution;
- (e) notes that HM Treasury has stated that a no-deal Brexit could require the UK to borrow £80 billion more by 2033, the Government have begun releasing the 84 no-deal technical notes, and the UK health sector is stockpiling medicines in case of a no-deal;
- (f) notes that the 2016 EU referendum gave no clear destination for Brexit, as the terms of any deal were not yet known, but that many options were said to be possible including staying in the Single Market (the Norway model);
- (g) notes the resolution put to the Labour Party conference calling for a People's Vote to be considered, and strong support for a People's Vote among Labour Party members;
- (h) believes that there is no deal that could be negotiated through the Article 50 process that could be more beneficial than continued membership of the EU, and that leaving the EU would therefore be damaging to the UK's fundamental national interests, and the interests of Sheffield in particular, as a university and manufacturing city in a region which has received significant investment from the European Union;
- (i) believes that the recent shifts in global affairs, including the USA withdrawing from the United Nations Human Rights Council, re-emphasise the vital importance of UK membership of the EU and the values upon which the EU was formed;
- (j) believes that promises of a stronger trading position in the world have been seen to be empty, as illustrated by the policy of Donald Trump’s USA Administration relating to air travel, which seeks to take advantage of the UK's weakened position as a non-EU member;
- (k) condemns the Government’s approach to Brexit negotiations, which this Council regards as disastrous, and urges MPs to work across parties in the national interest and allow the people to have the final say on the Brexit deal with the option to remain in the European Union and a chance to exit from Brexit;
- (l) supports the principle of extending the franchise to 16-17 year olds for the People's Vote and all other elections and referendums;

- (m) resolves to seek access to Government impact assessments of all Brexit options for all sectors that are significant to Sheffield, prior to any "meaningful vote" in Parliament; and
- (n) resolves to send a copy of this resolution to all Sheffield MPs and to the Prime Minister.

8. NOTICE OF MOTION REGARDING "UNION SAFETY REPRESENTATIVES" - GIVEN BY COUNCILLOR JOHN BOOKER AND TO BE SECONDED BY COUNCILLOR KEITH DAVIS

That this Council:-

- (a) contends that councillors exist to serve their communities, and believes that one of the best ways to do this is by offering them a say in what happens on their doorstep, and that Localism puts real power in the hands of the people;
- (b) further contends (i) that the Grenfell Tower disaster sadly showed the total lack of local government run housing and relevant safety checks, (ii) notes that the TUC and its affiliated Trades Unions have a large amount of Accredited Union Health and Safety Representatives (USR's), whose primary role is accident prevention and risk assessment, in the three categories – generic, local and on-site, (iii) further notes that building safety inspections is part of what these individuals sign up for when they do their training, (iv) believes that local councils who look to outsource this work are perpetrating a great injustice on the local communities they represent and (v) further believes that the resources they need are right under their feet, and that the USR's could be transferred from their normal work on a rota basis to facilitate building safety inspections;
- (c) believes it is all about sharing responsibility for public safety, noting that council rent payers pay rent to the council, the council pays wages to its employees, and some employees live in council housing; and
- (d) (i) contends that most social housing is a direct extension of many local government employees' workplace; for many, this is at the end of a keyboard (e.g. customer accounts), for others its hands on, such as plumbing, wiring, painting and property repairs, but that, directly or indirectly, as local government employees, social housing is inevitably part of their workplace and (ii) as such, believes that safety checks should be carried out by USR's from construction stage to periodical safety checks; the purpose, to preserve life and prevent accidents.

9. CHANGES TO THE CONSTITUTION

Report of the Chief Executive.

10. MINUTES OF PREVIOUS COUNCIL MEETING

To receive the record of the proceedings of the meeting of the Council held on 5th September 2018, and to approve the accuracy thereof.

11. REPRESENTATION, DELEGATED AUTHORITY AND RELATED ISSUES

To consider any changes to the memberships and arrangements for meetings of Committees etc., delegated authority, and the appointment of representatives to serve on other bodies.

Chief Executive

Dated this 25 day of September 2018

The next ordinary meeting of the Council will be held on 7 November 2018 at the Town Hall



Co-ordinating O&S Committee: Work Programme 2018/19

Chair	Cllr John Cotton
Deputy Chair	Cllr Mariam Khan
Committee Members:	Cllrs Aikhlaq, D. Alden, Ali, Bore, D. Clancy, Clements, Cornish, Harmer, Holbrook and Pocock
Committee Support:	Scrutiny Team: Emma Williamson (464 6870) Committee Manager: TBC

1 Meeting Schedule

Date	Item	Officer contact
08 June 2018 10.00 am Committee Room 6	Work Programme Discussion <i>Outcome:</i> to determine the work programme priorities for the year	Emma Williamson, Scrutiny Office
27 July 2018 10.00am Committee Room 2	Leader of the Council <ul style="list-style-type: none"> Birmingham Independent Improvement Panel report Response to Review of Scrutiny 	Rebecca Grant, Cabinet Support Officer
07 September 2018 10.00am Committee Room 3&4	Deputy Leader <ul style="list-style-type: none"> Performance Framework Corporate Governance Plan update Citizen engagement Annual Audit Letter 	Jonathan Tew, Assistant Chief Executive
05 October 2018 10.00am Committee Room 3&4	<i>Meeting cancelled</i>	
09 November 2018 10.30am Committee Room 3&4	Localism in Birmingham-Update (Cabinet Member to attend) Tracking Report Partnership working BCC and Parish/Town Councils	Jonathan Tew, Assistant Chief Executive / Tony Smith / Chris Jordan
	Update on Corporate Governance Plan (including update on governance in Place Directorate)	Jonathan Tew, Assistant Chief Executive
	Inquiry: City Council meeting – discussion paper	Emma Williamson, Scrutiny Office
07 December 2017 10.00am Committee Room 3&4	Legal Services – new model Public and private reports	Kate Charlton, City Solicitor



Date	Item	Officer contact
11 January 2018, Committee Room 3&4	Update on Corporate Governance Plan	Jonathan Tew, Assistant Chief Executive
	Customer Services and BRUM account update	Paula Buckley, Assistant Director Customer Service
08 February 2018, Committee Room 3&4		
08 March 2018 Committee Room 3&4	<i>Leader of the Council – tbc</i>	
	Emergency Planning - tbc	Michael Enderby, Head of Resilience & Services
	Update on Corporate Governance Plan – end of year review	Jonathan Tew, Assistant Chief Executive
05 April 2018, Committee Room 3&4		

2 Items to be scheduled

Inquiry into City Council meeting

3 Other Meetings

Call in

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

Informal meetings

4 Forward Plan

- 4.1 Below is an extract of the Forward Plan, detailing those decisions relating to this Committee's remit.



Leader		
05336/2018	GBSLEP Future Operating Model	11 Dec 18
005055/2018	NEC Masterplan	11 Dec 18
005423/2018	BCC International Strategy	11 Dec 18
005395/2018	Council House Complex Works - Phase 3a	11 Dec 18

Deputy Leader		
000288/2015	ICT Investment and Strategy – PUBLIC	
005452/2018	Performance Monitoring - April to Sep 2018	13 Nov 18

5 Scrutiny Reports to City Council

O&S Committee	Report Title	Date for Council
All	Annual Report	July 2018
Sustainability & Transport	Flooding	September 2018
-	-	November 2018
-	-	December 2018
		January 2019
		February 2019
		April 2019
Housing & Neighbourhoods	Private Rented Sector	To be scheduled
Co-ordinating	City Council Meeting	
Resources	Long Term Financial Planning	

Annual Audit Letter 2017/18

At its meeting on 7th September, the Co-ordinating O&S Committee agreed to have a standing item on its agenda to monitor the response of the City Council to the auditor's recommendations. The following table sets out the means by which this will be done:

Recommendation	How this will be monitored
Recommendation 1: <i>Deliver its savings plans in 2018/19, in particular by identifying alternatives where existing plans are not deliverable, to mitigate the impact of the combined savings and budget pressure risks.</i>	<p>The Resources O&S Committee is scrutinising the monthly monitoring report and holding Cabinet Members and Directors to account through a programme of reports to the Committee.</p> <p>All Scrutiny Committees to consider the impact of in-year mitigations on service areas; this will be reported back to the Co-ordinating O&S committee.</p>
Recommendation 2: <i>Develop a realistic medium term financial plan for 2019/20 to 2021/22 which incorporates realistic and detailed savings plans and takes account of key budget and service risks.</i>	<p>The Resources O&S Committee will oversee budget process for next year and will also undertake an inquiry into long term financial planning in the council.</p> <p>If that committee has concerns regarding the delivery of a realistic long term plan then will be reported back to the Co-ordinating O&S committee and to City Council in its inquiry report.</p>
Recommendation 3: <i>Ensure that it maintains an adequate level of reserves to mitigate the impact of budget risks, in particular one-off risks such as the Commonwealth Games and Equal Pay.</i>	<p>The Resources O&S Committee is scrutinising the monthly monitoring reports and will escalate any concerns regarding the use of reserves.</p> <p>The Corporate Director of Finance is asked to inform both committees if further use of reserves is authorised.</p>
Recommendation 4: <i>Ensure that its financial monitoring and budget reports are clear, transparent, and timely particularly in relation to the use of reserves, whether in-year or at year-end.</i>	<p>Again, the Resources O&S Committee is scrutinising the monthly monitoring reports and will monitor the clarity and transparency of the information within the reports.</p> <p>If there are concerns regarding clarity, transparency or other governance concerns, these will be reported back to the Co-ordinating O&S committee.</p>

Recommendation	How this will be monitored
Recommendation 5: <i>Report governance failures and emerging issues promptly and clearly to Members and local citizens.</i>	<p>The Co-ordinating O&S Committee will monitor the Corporate Governance Improvement Plan regularly and will ask for updates on</p> <ul style="list-style-type: none"> • What is being done to strengthen processes • A brief on emerging issues <p>The committee will then review progress at end of year (March 2019) to see if this approach has worked effectively.</p>
Recommendation 6: <i>Ensure that appropriate arrangements are implemented in relation to the Council's subsidiary bodies, including regular financial reporting and Council nominees on subsidiary body boards, to ensure that emerging risks are monitored, reported and managed promptly.</i>	<p>A joint piece of work will be undertaken by both Co-ordinating and Resources O&S committees. This will look at the work being done to strengthen governance and representation. A review will be undertaken at the end of the year.</p> <p>(Approach to be agreed at the next Scrutiny Chairs meeting)</p>
Recommendation 7: <i>Ensure that robust management and governance arrangements are put in place within the Place Directorate, particularly to ensure effective oversight of the waste service, to ensure that it delivers its financial and service objectives.</i>	<p>Again, the Co-ordinating O&S Committee will be monitoring issues via the Corporate Governance Plan updates. A report back on changes to governance in that directorate, and impact on issues raised in audit letter, is requested for the November meeting</p> <p>Performance of key services within that directorate (housing and waste) will be scrutinised by the Housing and Neighbourhoods O&S committee.</p>